March 1997

RESERVE COMPONENT PROGRAMS

Fiscal Year 1996 Report of the Reserve Forces Policy Board

THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1000

24 MAR 1997

MEMORANDUM FOR THE PRESIDENT

SUBJECT: Annual Report of the Reserve Forces Policy Board for Fiscal Year 1996

The Reserve Forces Policy Board Annual Report for Fiscal Year 1996 is provided to you in compliance with Title 10, United States Code, Section 113(c)(3).

In this report, the Board has reviewed the progress that has been made by the Department in improving the accessibility and readiness of the Reserve components, and has identified areas where, in the Board's judgment, further improvements are required to make the Reserve components more effective members of the Total Force. The report also describes the bridges the Reserve components are building to support jointness and integration as we approach the 21st century.

The report represents the collective views of the members of the Board, and not the official policy positions of this Department or any other Department or Agency of the United States Government.

I value the contributions of the Board toward our efforts to ensure that the Reserve components are totally integrated as part of the Total Force.

William S. Cohen

Attachment:
As Stated

THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1000

24 MAR 1997

Honorable Albert Gore, Jr.
President of the Senate
Washington, DC 20510

Dear Mr. President:

The Reserve Forces Policy Board Annual Report for Fiscal Year 1996 is provided to you in compliance with Title 10, United States Code, Section 113(c)(3).

In this report, the Board has reviewed the progress that has been made by the Department in improving the accessibility and readiness of the Reserve components, and has identified areas where, in the Board's judgment, further improvements are required to make the Reserve components more effective members of the Total Force. The report also describes the bridges the Reserve components are building to support jointness and integration as we approach the 21st century.

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I value the contributions of the Board toward our efforts to ensure that the Reserve components are totally integrated as part of the Total Force.

Sincerely,

William S. Cohen

Enclosure:
As Stated

THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1000

24 MAR 1997

Honorable Newt Gingrich
Speaker of the House
of Representatives
Washington, DC 20515

Dear Mr. Speaker:

The Reserve Forces Policy Board Annual Report for Fiscal Year 1996 is provided to you in compliance with Title 10, United States Code, Section 113(c)(3).

In this report, the Board has reviewed the progress that has been made by the Department in improving the accessibility and readiness of the Reserve components, and has identified areas where, in the Board's judgment, further improvements are required to make the Reserve components more effective members of the Total Force. The report also describes the bridges the Reserve components are building to support jointness and integration as we approach the 21st century.

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I value the contributions of the Board toward our efforts to ensure that the Reserve components are totally integrated as part of the Total Force.

Sincerely,

William S. Cohen

Enclosure:
As Stated

This report represents the Reserve Forces Policy Board's independent review of Reserve component issues and provides a consensus evaluation of Reserve component programs. It includes the collective views of the Board members and does not necessarily reflect the official policy position of the Department of Defense or any other department or agency of the United States Government.

Reserve Component Programs Fiscal Year 1996

The Annual Report of the Reserve Forces Policy Board

Office of the Secretary of Defense
Washington, DC 20301-7300

March 1997

The Reserve Forces Policy Board
Fiscal Year 1996
Annual Report
is dedicated to

William J. Perry
Secretary of Defense

The Reserve Forces Policy Board recognizes and applauds the contributions he has made toward providing for our nation's defense. He was tireless in supporting and improving the quality of life for our men and women in uniform. Under his even-handed leadership, we have seen the Total Force mature. Through his vision and perseverance, he has placed us on a strong path into the 21st century.

He defined the role and set the course of the military in the post-Cold War. Under his firm, reasoned leadership, he skillfully integrated the Reserve components into the current operational tempo. He stressed the importance of Service jointness in post-Cold War missions. He understood the vital role of the National Guard and Reserve and their contribution to a strong national defense, which will pay dividends for years to come. As honored by President Clinton's remarks, "Bill Perry spoke softly and carried the biggest stick in the world with great care and a great effort." Secretary Perry honored the Board during his final meeting when he stated, "I don't consider the Reserve Forces Policy Board a Reserve Board, but a Board truly dedicated to the Total Force." We wish the Secretary and Mrs. Perry the very best.

Secretary of Defense William J. Perry, Board members and staff, Pentagon, September 1996.

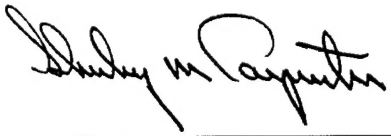
Reserve Forces Policy Board Members

MR. TERRENCE M. O'CONNELL
CHAIRMAN

Chief Operating Officer of Davis O'Connell, Incorporated, Washington, DC. Senior Advisor, National Guard Association of the United States; Political Consultant 1975-1976; Political Director and Assistant to the Executive Director of the Democratic National Committee, 1972-1975. Appointed Chairman, Reserve Forces Policy Board, November 1, 1994.

MAJOR GENERAL SHIRLEY M. CARPENTER
UNITED STATES AIR FORCE

Military Executive, Reserve Forces Policy Board. Mobilization Assistant to the Commander, Air Mobility Command, 1989-1995; Deputy to the Chief of Air Force Reserve, 1985-1989; Reserve Advisor to the Commander in Chief, Military Airlift Command, 1982-1985; Vice Wing Commander, 514th Military Airlift Wing, 1980-1981; Commander, 702d Military Airlift Squadron, 1979-1981. Assigned to Board March 3, 1995.

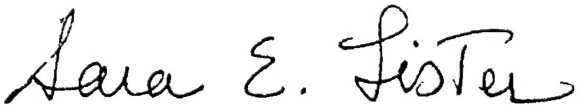


LIEUTENANT GENERAL WALTER KROSS
UNITED STATES AIR FORCE

Director, Joint Staff, Washington DC. Assigned to Board July 25, 1994

HONORABLE SARA E. LISTER

Assistant Secretary of the Army (Manpower and Reserve Affairs), Washington, DC.Assigned to Board April 20, 1994.

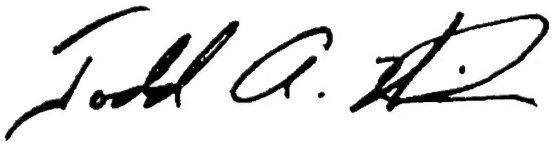


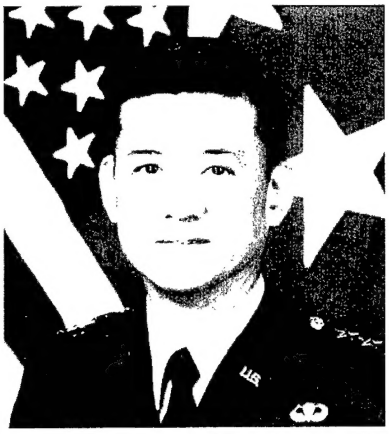
MR. ARCHIE D. BARRETT

Principal Deputy Assistant Secretary of the Army (Manpower and Reserve Affairs), Washington, DC. Participated on Board since April 20, 1994.

MR. TODD WEILER

Deputy Assistant Secretary of the Army (Reserve Affairs, Training, and Mobilization), Washington, DC. Participated on Board since April 20, 1994.



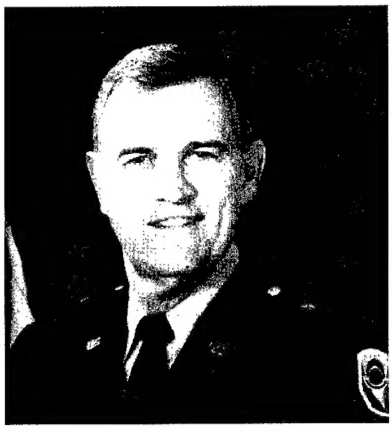


LIEUTENANT GENERAL ERIC K. SHINSEKI UNITED STATES ARMY

Deputy Chief of Staff for Operations and Plans, Washington, DC. Assigned to Board June 1, 1996.

MAJOR GENERAL RICHARD C. ALEXANDER ARMY NATIONAL GUARD OF THE UNITED STATES

The Adjutant General for the State of Ohio, Columbus, Ohio. Assigned to Board August 1, 1993.



MAJOR GENERAL RONALD O. HARRISON ARMY NATIONAL GUARD OF THE UNITED STATES

The Adjutant General for the State of Florida, St. Augustine, Florida. Assigned to Board October 1, 1993.

MAJOR GENERAL THOMAS J. PLEWES
UNITED STATES ARMY RESERVE

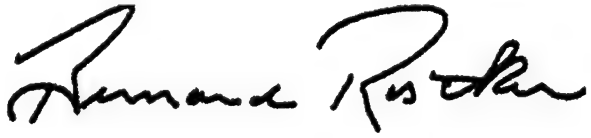
Commanding General, 310th Theater Army Area Command, Fort Belvoir, Virginia. Associate Commissioner, U.S. Bureau of Labor Statistics, Washington, DC. Assigned to Board June 1, 1994.

MAJOR GENERAL GEORGE J. STEINER
UNITED STATES ARMY RESERVE

Commanding General, U.S. Army 88th Regional Support Command, Fort Snelling, Minnesota. Assigned to Board March 1, 1995.

HONORABLE BERNARD ROSTKER

Assistant Secretary of the Navy (Manpower and Reserve Affairs), Washington, DC. Assigned to Board October 17, 1994.



MR. WADE R. SANDERS

Deputy Assistant Secretary of the Navy (Reserve Affairs), Washington, DC. Participated on Board since October 17, 1994.

REAR ADMIRAL JOHN M. LUECKE UNITED STATES NAVY

Assistant Deputy Chief of Naval Plans, Policy, and Operations, Department of the Navy, Washington, DC. Assigned to Board March 28, 1996.

REAR ADMIRAL GRANT T. HOLLETT, JR. UNITED STATES NAVAL RESERVE

Assistant Deputy Commander, Navy Logistics, Chief Naval Operations, Washington, DC. President, Cherry Electrical Products, Waukegan, Illinois. Assigned to Board August 1, 1993.

REAR ADMIRAL JAMES P. SCHEAR
UNITED STATES NAVAL RESERVE

Director for Plans, Commander in Chief, U.S. Atlantic Fleet, Norfolk, Virginia. Captain, USAir. Assigned to Board July 1, 1995.

BRIGADIER GENERAL DAVID M. MIZE
UNITED STATES MARINE CORPS

Assistant Deputy Chief of Staff for Manpower and Reserve Affairs for Reserve Affairs, Headquarters, United States Marine Corps, Washington, DC. Assigned to Board August 1, 1996.

MAJOR GENERAL ALBERT C. HARVEY
UNITED STATES MARINE CORPS RESERVE

Deputy J-3, Operations, United States Atlantic Command, Norfolk, Virginia. Attorney, Thomason, Hendrix, Harvey, Johnson, and Mitchell Law Firm, Memphis, Tennessee. Assigned to Board July 24, 1995.

MAJOR GENERAL LARRY S. TAYLOR
UNITED STATES MARINE CORPS RESERVE

Commanding General, 4th Marine Aircraft Wing, New Orleans, Louisiana. Captain, Northwest Airlines. Assigned to Board October 1, 1992.

HONORABLE RODNEY A. COLEMAN

Assistant Secretary of the Air Force (Manpower, Reserve Affairs, Installations and Environment), Washington, DC. Assigned to Board April 14, 1994.

MR. BRYAN E. SHARRATT

Deputy Assistant Secretary of the Air Force (Reserve Affairs), Washington, DC. Participated on Board since April 14, 1994.

BRIGADIER GENERAL JOHN F. REGNI
UNITED STATES AIR FORCE

Director, Military Personnel Policy, Office of the Deputy Chief of Staff, Personnel, Department of the Air Force, Washington, DC. Assigned to Board June 6, 1996.

MAJOR GENERAL GLEN W. VAN DYKE
AIR NATIONAL GUARD OF THE UNITED STATES

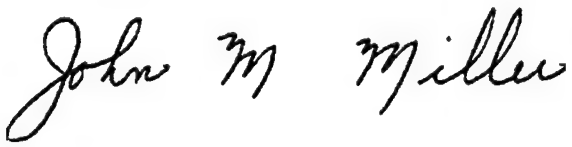
The Adjutant General for the State of Arizona, Phoenix, Arizona. Assigned to Board June 1, 1996.

MAJOR GENERAL TANDY K. BOZEMAN
AIR NATIONAL GUARD OF THE UNITED STATES

The Adjutant General for the State of California, Sacramento, California. Assigned to Board September 1, 1995.

MAJOR GENERAL JOHN M. MILLER
UNITED STATES AIR FORCE RESERVE

Mobilization Assistant to the Commander, Air Mobility Command, Scott AFB, Illinois. Corporate Pilot, Ford Motor Company. Assigned to Board September 1, 1995.



MAJOR GENERAL DAVID R. SMITH
UNITED STATES AIR FORCE RESERVE

Commander, 10th Air Force, Carswell JRB, Texas. Assigned to Board June 1, 1994.

REAR ADMIRAL RICHARD M. LARRABEE
UNITED STATES COAST GUARD

Chief, Office of Readiness and Reserve, United States Coast Guard, Washington, DC. Assigned to Board October 10, 1994.

REAR ADMIRAL RICHARD W. SCHNEIDER
UNITED STATES COAST GUARD RESERVE

Senior Reserve Officer, United States Coast Guard, Atlantic, Portsmouth, VA.
Assigned to Board June 1, 1996.

Senior Policy Advisor

Colonel Carl R. Henderson
Army National Guard
of the United States

Senior Policy Advisor

Colonel Bernard M. Cullen
U.S. Army Reserve

Senior Policy Advisor

Captain Craig E. Howerter
U.S. Naval Reserve

Senior Policy Advisor

Lt Col Stephen P. Nasca
U.S. Marine Corps Reserve

Senior Policy Advisor

Colonel Frank C. Khare
Air National Guard
of the United States

Senior Policy Advisor

Colonel Alec K. Sawyer
U.S. Air Force Reserve

Military Assistant

Master Sergeant Larry R. Adams
U.S. Marine Corps Reserve

Executive Assistant

Mrs. Brenda S. Brittain

Staff Secretary

Mrs. Meloni Mockerman

Reserve Forces Policy Board Membership Matrix

	DOD	DA	DON		DAF		DOT
CIVILIAN	CHAIRMAN **Mr. Terrence O'Connell**	ASSISTANT SECRETARY OF THE ARMY (Manpower & Reserve Affairs) **Hon. Sara Lister**	ASSISTANT SECRETARY OF THE NAVY (Manpower & Reserve Affairs) **Hon. Bernard Rostker**		ASSISTANT SECRETARY OF THE AIR FORCE (Manpower, Reserve Affairs, Installations, and Environment) **Hon. Rodney Coleman**		
ACTIVE	Director, Joint Staff **Lt Gen Kross**	Deputy Chief of Staff for Operations and Plans **LTG Shinseki**	Ass't Deputy Chief of Naval Plans, Policy and Operations **RADM Luecke**	Ass't Deputy Chief of Staff for Manpower and Reserve Affairs for Reserve Affairs **BGen Mize**	Director Military Personnel Policy **Brig Gen Regni**		Chief Office of Readiness and Reserve **RADM Larrabee**
	MILITARY EXECUTIVE **Maj Gen Shirley M. Carpenter, USAFR**						
RESERVE	**MG Alexander** TAG - OH	**MG Steiner** CG 88th RSC	**RADM Hollett** Ass't Dep Cdr Navy Logistic CNO	**Maj Gen Harvey** Vice Dir Ops USACOM	**Maj Gen Van Dyke** TAG - AZ	**Maj Gen Smith** Cdr 10th AF AFRES	**RADM Schneider** Sr. Reserve Officer Atlantic Area
	MG Harrison TAG - FL	**MG Plewes** CG 310th TAACOM	**RADM Schear** Vice Cdr in Chief, US Atlantic Fleet	**Maj Gen Taylor** CG, 4th MAW	**Maj Gen Bozeman** TAG - CA	**Maj Gen Miller** Mob Ass't Air Mob Cmd	
	ARNG	**USAR**	**USNR**	**USMCR**	**ANG**	**USAFR**	**USCGR**
	ARMY		**NAVY**		**AIR FORCE**		**COAST GUARD**

Former Members and Staff

The following Reserve Forces Policy Board members and staff participated with the Board during the past year:

- Colonel Charles A. Anderson, USMCR
- Lieutenant General Paul E. Blackwell, USA
- Major General John T. Coyne, USMCR
- Major General Russell C. David, ANGUS
- Lieutenant General Walter Kross, USAF
- Rear Admiral John J. Mazach, USN
- Colonel Margaret N. Novak, USAR
- Brigadier General Andrew J. Pelak, Jr., USAF
- Brigadier General Ronald G. Richard, USMC
- Major General Jerald D. Slack, ANGUS
- Rear Admiral Robert E. Sloncen, USCGR

Liaison Officers

The following individuals served as liaison officers to the Board or points-of-contact in preparation of the Board's annual report:

- Lieutenant David Allen, USCGR
  Headquarters, U.S. Coast Guard
- Captain Roger T. Argalas, USCG
  Headquarters, U. S. Coast Guard

- Major Kathy Campbell, USAFR
  Office of the Chief, Air Force Reserve
- Colonel Ray Carter, USAR
  Office of the Assistant Secretary of Defense for Special Operations and Low Intensity Conflict
- Colonel Mark Chmar, ANGUS
  National Guard Bureau
- Lieutenant Colonel Jeff Davis, USA
  National Committee for Employer Support of the Guard and Reserve
- Lieutenant Colonel Robert Driscoll, USAR
  Office of the Assistant Secretary of Defense for Health Affairs
- Colonel Garfield Fricke, ANGUS
  Headquarters, U. S. Air Force
- Commander Craig Groom, USNR
  Director, Joint Staff
- Lieutenant Colonel John Jacobs, USA
  Office of the Under Secreatry of Defense for Personnel and Readiness
- Lieutenant Commander Karen Jeffries, USN
  Office of the Assistant Secretary of Defense for Public Affairs
- Mr. Dan Kohner
  Office of the Assistant Secretary of Defense for Reserve Affairs
- Lieutenant Colonel Michele Krause, USMCR
  Office of the Assistant Secretary of Defense for Legislative Affairs
- Mr. Rick Lemaire
  Deputy Under Secretary Environmental Affairs
- Major Paulette Mittelstedt, USAR
  Office of the Chief, Army Reserve
- Commander Gus Orologas, USNR
  Office of the Director, Naval Reserve
- Major Paul Pratt, USMCR
  Headquarters, United States Marine Corps
- Senior Chief Art Rivers, USN
  Office of the Secretary of the Navy
- Colonel Dana Robertson, USA
  Office of the Under Secretary of Defense for Policy
- Lieutenant Colonel David Swindell, USA
  Headquarters, Department of the Army
- Ms. Faye Tavernier
  Office of the Under Secretary of Defense Comptroller

Contingency Support Staff

The Board is also supported by individuals from various Reserve components who provide administrative support for Board quarterly meetings, assist in the preparation of the annual report, and assist on special projects. Those who served the Board as Contingency Support Staff during Fiscal Year 1996 are listed below:

- Major Kasse A. Andrews-Weller, USAFR
- Sergeant Irene Boyle, ARNGUS
- Staff Sergeant Shirley A. Cuyler, ANGUS
- Master Sergeant Janice I. Filburn, USAFR
- Corporal Christopher K. Huffman, USMCR
- Master Sergeant Lane Jones, USAFR
- Major Cheryl Kenschaft, ANGUS
- Petty Officer Stephen R. Langevin, USNR
- Corporal Amy Reynolds, USMCR
- Staff Sergeant Dora A. Smith, ARNGUS

The logo of the Reserve Forces Policy Board represents the Total Force as the shield for the Nation. The United States is identified by its national symbol, the eagle. The blue field (see front cover) represents the Military Departments of the Army, Navy, and Air Force. The Marine Corps is a part of the Department of the Navy. The Coast Guard may become a part of that Department in time of war. Integrated in that field are three stars depicting the Active component, National Guard, and Reserve. The seven vertical stripes of the shield stand for the seven Reserve components: Army National Guard, Army Reserve, Naval Reserve, Marine Corps Reserve, Air National Guard, Air Force Reserve, and Coast Guard Reserve.

The Annual Report of the Reserve Forces Policy Board is a reflection of the consensus of the 24-member Board. Although most recommendations and proposed policy changes have unanimous support, this report does not purport that the Board members, the Military Services, or the Department of Defense concur with every recommended action or position.

The Annual Report contains the Board's independent review of Reserve component issues and a consensus evaluation of Reserve component programs. The report includes the collective views of the Board members and covers the period of October 1, 1995 through September 30, 1996.

Executive Summary

Introduction

The Active and Reserve components focused on increasing reliance upon Reserve components during Fiscal Year 1996. This focus was in response to continuing reduction of funding and Active component military personnel, and increased operational tempo. In addition, both components focused on issues of jointness. Joint operational readiness is essential for the nation to respond to threats to U.S. security and international stability, to deal with national and international emergencies, and to conduct activities that contribute to the national welfare. Joint readiness is the ability of Active and Reserve components to be prepared, trained, manned fully, interoperable, and supportive across Service and component lines.

As the United States moves toward a smaller military establishment, reductions in the active force necessitate heavier reliance on Reserve components. Reserve components are cost effective and capable, and they stand ready to accept additional responsibilities. However, the Reserve components must be provided adequate resources, given greater flexibility in providing personnel support to Military Operations Other Than War (MOOTW), and given more timely recall notification when possible. Over the past half-dozen years the Reserve components proved in one large action and several smaller ones that they can demonstrate joint operational readiness with Service and international components. The question that confronts decision makers today is whether the successes of the past can be improved upon, or even equaled, in the future.

The Joint Staff has been strong, solid, and inventive in dealing with joint issues. They have been involved well beyond the strategic level and have effectively used mechanisms such as Process Action Teams (PATs) to resolve joint issues that involve Services, Commanders in Chief (CINCs), and Joint Staff. Problems encountered during Operation JOINT ENDEAVOR and the U.S. involvement in the Implementation Force in Bosnia-Herzegovina precipitated the Joint Staff sponsoring a PAT to resolve problems identified with the Presidential Selected Reserve Call-Up (PSRC). The PSRC PAT consisted of representatives from the Joint Staff, the U.S. European Command (USEUCOM), the CINCs, and all the Service components. This PAT reemphasized the imperative need to include reserve forces in CINC contingency plans. The CINC will identify forces in contingency plans to allow more timely notification. The emphasis on general rather than specific numbers of mobilized Reservists will provide more flexibility to the CINCs, Services, and Reserve components.

The Reserve components now work closely with the Joint Requirements Oversight Council (JROC) to resolve cross-Service requirement issues and to assist the Chairman of the Joint Chiefs of Staff in carrying out his responsibilities to access military warfighting capabilities. Furthermore, the JROC directs assessment of specific joint military capability areas, examines key relationships and interacts between joint warfighting capabilities, and identifies opportunities for improved warfighting effectiveness. This council provides the necessary support to joint issues from a Total Force perspective. The Reserve components' efforts alongside the JROC have been successful for both Active and Reserve components. Unquestionably, Reserve membership in the Joint Warfare Capabilities Assessment (JWCA) is essential. Reserve participation will provide the CINCs and Joint Staff with a better understanding of Reserve capabilities. Participation in this process will result in the inclusion of appropriate Guard and Reserve forces in contingency operations and war plans. Participation in this activity is a logical step in making Reserve forces joint.

The Department of Defense is working several legislative actions designed to improve the quality of life environment for members, families, and employers. At a time when Guard and Reserve

soldiers, sailors, Marines, and airmen are being asked to do more and work alongside their active duty counterparts, it is imperative that necessary protection, compensation, and benefits exist. Income insurance protection for mobilized Reservists is now a reality. The Department of Defense is still working on providing dental coverage for Reservists, tax incentives for employers of Reservists, and medical coverage during tours of 31 days or less. Investments in quality of life programs are investments in the readiness of the force.

Roles, Missions, and Operations

In 1996 the roles of the Reserve components included peacekeeping, peace enforcement, domestic and humanitarian assistance operations, joint military programs, and counter-drug operations — collectively known as MOOTW. In addition to the Reserve components' participation in overseas operations, citizen-soldiers provide an equally critical link between the military and civilian communities at home. The Army and Air National Guard provided medical care to the indigent or under served civilian population in various communities in 18 states. The Army Reserve assisted in natural disaster relief. The Marine Corps Reserve provided engineer support to improve infrastructure in a remote Alaskan village. The Air Force Reserve coordinated the transfer and delivery of excess medical equipment from DoD installations to Indian communities. All Reserve components are involved with counter-drug programs designed to protect the nation's most valuable resource — our children.

The Reserve components are being assigned missions that require special skills and quick response. To enhance Reserve component participation in MOOTW, the transition for the Guardsmen and Reservists from civilian status to military status and back to civilian status must be rapid and simple. The Board has proposed a Joint Total Force Identification Card to reduce the administrative processing delay during mobilization. As resources are reduced, more reliance will be placed on mission capable Reserve units and individual citizen-soldiers. The Guard and Reserve must continue to learn to do more with less, and do it cost effectively.

Funding

The Reserve component requirement to support the two major regional conflicts (MRC) scenario and MOOTW, necessitates that they be supported with appropriate resources. Reserve component units required to support two nearly simultaneous MRCs are provided the necessary resources to maintain readiness. Priority units receiving additional resourcing have increased their readiness ratings and ability to support the combatant CINC. By policy, Reserve components are resourced based on the "first to fight" principle. The tiered resourcing methodology allocates resources. The lower priority units have additional time before mobilization and deployment, giving them the opportunity to attain increased readiness levels. It is the lower tiered units that are projected to be used later in contingencies that have some funding and readiness challenges.

Support of Active component missions and contingency operations continue to be a priority for the Reserve components. The Reserve components do not internally program contingency operation funds or utilize training funds to perform contingency operations. The Guard and Reserve readiness training were not affected by contingency operations in Fiscal Year 1996; however, declining budgets have forced some Reserve component units to be more selective when choosing opportunities to meet their training requirements. Unfunded contingencies impact readiness.

All the Reserve components experienced funding shortfalls in depot maintenance in Fiscal Year 1996, and that shortfall is expected to continue into next fiscal year. All Services are having difficulty meeting funding targets and maintain current modernization efforts. The National Guard experienced a sharp decline in funding for their counter-drug program. The Naval Reserve faced some significant funding

challenges with respect to the new Reserve aircraft carrier. The Marine Corps Reserve was short of funds for a Base Realignment and Closure Commission (BRAC) mandated relocation. The Air National Guard funding shortages prevented some B-1 and other aircraft from being upgraded. The Air Force Reserve was short of funding for military construction and operations. The Coast Guard was short of funds for Port Security Unit equipment. The bottom line in resourcing the Reserve components with equipment, facilities, and personnel, is to maintain a balance between Active and Reserve components to forge a seamlessly integrated Total Force capable of performing wartime and peacetime missions. As Reserve components absorb more tasks traditionally handled by the Active component, the funding must accompany the missions. If the Reserve components are not funded adequately, readiness will suffer.

Manpower, Personnel, and Force Structure

Active component reductions of combat divisions in the Army, carrier forces in the Navy, and fighter wings in the Air Force have resulted in increased reliance on the Total Force. The Selected Reserve end strength authorizations for the Guard and Reserve components likewise continued to decline during Fiscal Year 1996, with the exceptions of the Marine Corps Reserve and the Coast Guard Reserve. Even with the overall numbers of personnel serving in the Reserve components decreasing, the requirement for successful, sustained recruiting and retention continues. Not all of the Reserve components achieved their recruiting objectives.

Legislation such as the Montgomery GI Bill and the Reserve Officers Personnel Management Act (ROPMA), along with family support programs, medical and dental readiness, and mobilization insurance, contribute to a strong Reserve. Approximately 30 percent of all eligible Guard and Reserve members participated in the Montgomery GI Bill. All the Reserve components are working towards improving family support programs. ROPMA, which took effect October 1, 1996, revised the laws which govern Reserve officers. A new dental program, scheduled for October 1, 1997, is expected to ease financial burdens for Reservists while improving dental readiness. And, the new mobilization insurance plan for Reservists is expected to have a positive effect on attracting and retaining medical personnel and other skilled professionals. In the area of equal opportunity, over 90 percent of all Reserve component field positions are open to women. The Coast Guard has opened 100 percent. The Reserve components have increased visibility and training pertaining to sexual harassment prevention and have established procedures for reporting sexual harassment complaints. A zero tolerance for sexual harassment is a reality in the Guard and Reserve.

Reserve component forces have enjoyed a period of unparalleled success and support, and are highly involved in Active component missions. They serve as full partners and continue to be integrated in the National Military Strategy. The first half of the 1990s has shown increased use of the Reserves in every major operation involving American forces: DESERT SHIELD/STORM, RESTORE HOPE, SUPPORT/UPHOLD DEMOCRACY, and JOINT ENDEAVOR. Based on the Reserve components' performance in these operations, the Reserve components are in a position to seek a wider range of missions in the 1997 Quadrennial Defense Review. Trends are developing — more reliance on combined operations, decreased defense budgets, increase reliance and integration of Reserve components, and a shrinking military. The Services have lived with the Total Force for approximately 25 years, while the Total Force policy has gradually evolved into Reserve component forces supporting real world Active duty missions.

Today, Reserve components frequently are referred to, not as a force in Reserve, but rather as full partners in a joint integrated total force world. As the Department of Defense nears the end of the present downsizing of its military force and with the potential of additional cuts in the future, partnership, trust, and increased integration will be the key ingredients to move successfully into the 21st century.

Training and Readiness

Readiness to fight, and win, remains the first priority of the Reserve components. To remain combat ready, the Reserve components are evaluated, measured, and tested, using the Active component standards. Unlike the Active component, some Reserve component units intentionally are not combat ready based on the tiered readiness system. Reserve component mission readiness can improve with adequate resourcing, training, and equipment compatibility. All the Reserve components are facing readiness challenges. Inclusion of Reserve units in contingency plans would be a start. Some BRAC decisions have adversely affected the Army Reserve and the Marine Corps Reserve. Of particular note is the fact that more than 50 percent of the Fourth Marine Aircraft Wing is affected by BRAC. Training is the cornerstone of readiness. It is the critical element in maintaining an effective and ready Guard and Reserve force.

All the Reserve components are focusing intently on harnessing current and emerging training technologies to solve a broad range of training and readiness challenges. If Reserve component forces are to be ready to reinforce, sustain, and replace Active component forces, they must be manned, equipped, trained, and sufficiently integrated with the Active component. Post mobilization training for the Reserve components run the gamut from 24 hours to 90 days. Reduced defense spending and force reductions require a smarter use of Reserve components. The Secretary of the Army identified Enhanced Brigades as the principal ground combat maneuver force of the Army National Guard and the Army. The *USS John F. Kennedy* has been designated the Operational Reserve Carrier, and assigned to the Atlantic fleet. The Reserve components are working on Distance Learning which would capitalize on advances in electronic technology for professional military education and joint training for their members. Building on the strengths of the Reserve components can minimize the risks associated with a smaller Total Force.

Equipment

The ability of the Reserve components to contribute to Total Force operations is a direct result of their equipment mission readiness. The goal is to ensure Reserve component units have modern, compatible equipment so they are able to accomplish their job side-by-side with their Active and coalition partners. The "first to fight, first to equip" policy underlies the Services equipment distribution policies. The Reserve component equipping strategy is based on identifying all Reserve component equipment requirements, using smart business practices whenever possible to solve equipment shortfalls, and procuring new equipment when necessary to meet residual shortfalls.

Reserve component readiness is enhanced when new and modern equipment is delivered. All Reserve components, with the exception of the Coast Guard, purchased equipment with both National Guard and Reserve Equipment Appropriation (NGREA) funds and non-NGREA funds. All Reserve components have been modernizing and/or converting their equipment when funds are available. Modifications of existing Reserve component equipment is an important program for upgrading mission capabilities, and compatibility with Active component equipment. Equipment modification programs increase survivability, reliability, maintainability, and safety. To ensure compatibility with the Active component, greater reliance on equipment modification and modernization programs is required due to budget reductions. Major equipment transfers from the Active component to the Reserve components have slowed as the drawdown nears completion. Major equipment shortages are being met through a combination of redistribution and procurement. Obsolete or incompatible equipment will continue to exist in the Reserve components despite persistent efforts by the Services. While some equipment types and models are less capable than the newest items operated by the Active component, they are not a detriment to the completion of assigned missions. Redistribution, NGREA, and non-NGREA funds have been utilized to help upgrade and modernize Reserve component

equipment over the past few years. This was possible due to the availability of surplus equipment generated during the Active duty drawdown. In programs where excess equipment is not available, acquisition of new material will become the primary method of avoiding obsolescence.

In Fiscal Year 1996, more than $300 million of unfunded depot maintenance was identified within the Reserve component. The lack of depot maintenance is one of the most critical challenges the Department of Defense will face in the near future. Preventive maintenance methods are being used to counter and offset organizational maintenance backlogs, caused in many instances by a decrease in the technician work force. Initiatives to counter organizational maintenance backlogs include enhancing the training and production of available technicians to identify and repair equipment. In support of the "first to fight" methodology, resources are committed to the first deploying units. Equipment retrograde programs continue to be part of the downsizing effort in Europe. Vehicles, equipment, and ammunition are realigned within the Services, or returned to the continental United States for Reserve component use. Unit readiness continues to improve as a result of equipment redistribution.

By utilizing the Reserve component equipping strategy, Reserve units provide a compensating leverage to provide greater defense capability at lower costs as the size and number of active forces are drawn down.

Facilities

Reserve component members are working and training, while trying to operate and maintain more than 34,000 buildings and structures in more than 4,000 communities in an environment of diminishing and constrained resources. Military installations, joint reserve bases, airfields, Guard armories, and Reserve centers are used for the administration, training, and mobilization of its members, as well as the storage and maintenance of equipment. As military construction appropriations for the Reserve components continue to be reduced, the Reserve components are realizing that efficiencies can be gained by the joint use of facilities. Currently, more than 900 joint use facilities are being managed by the Reserve components. The Reserve components and the Office of the Secretary of Defense encourage joint facility use through the Joint Service Reserve Component Facility Board in each state. The Board's mission is to evaluate every proposed military construction project to ensure joint use is considered. The Reserve components have many joint-use initiatives planned or in progress.

The prospect for current and future Reserve component military construction is uncertain. The number of military construction projects for Reserve components has steadily decreased as have military construction appropriations. Construction backlogs have been running in the billions of dollars for the Reserve components. Real Property Maintenance (RPM) has been funded at minimal levels. Lack of adequate funds to properly maintain, replace, or improve aging facilities is one of the Reserve components biggest challenges. Inadequate facilities and supporting infrastructure degrades mission readiness, lowers morale, reduces recruiting and retention levels, and inhibits productivity and quality of work. The real challenge to constrained resources is to focus on the most critical requirements and prudently manage construction programs to support readiness.

Environmental Programs

Training is the key to readiness. Protecting our physical plant and land training resources through good environmental stewardship will protect these essential training assets for the future. Protecting the environment and readiness training are mutually dependent elements of ensuring the combat readiness of our Reserve forces. The Department of Defense spends millions every year for environmental programs. Funding is directly appropriated to the various Reserve components for execution of their respective environmental programs. The environmental programs of each of the Reserve components address cleanup of the past,

compliance with present environmental laws and regulations, and striving to prevent pollution in the future. All the Reserve components have implemented comprehensive environmental programs and set measurable and achievable goals, while striving to minimize the overall impact on training and readiness. However, continually increasing regulatory requirements, from the Federal to the local levels, are cause for concern in light of the tightly constrained defense budgets expected in the foreseeable future. While some of the funding shortfalls can be made up through better management practices and innovative methods, funding shortfalls can be expected to stretch out the start dates on many environmental cleanup projects until well into the next decade.

During Fiscal Year 1996, the Reserve components had minimal environmental fines or violations assessed. The Reserve components were recognized for reducing pollution and increasing recycling, protecting endangered species' habitats, and being good stewards of the environment.

Board Activities

Appendix A summarizes the activities of the quarterly Board meetings for Fiscal Year 1996. Significant issues, with recommendations, that were deliberated by the Board are listed in this section of the report.

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Preface

Purpose of Report

The Reserve Forces Policy Board is the principal and independent policy advisor to the Secretary of Defense on matters relating to the Reserve components. The law requires "an annual report from the Reserve Forces Policy Board on the Reserve programs of the Department of Defense . . ." (10 USC 113(c)(2)). This annual report is submitted, by the Secretary of Defense, to the President and to Congress, and it includes information on the Coast Guard Reserve which is part of the Department of Transportation (during peacetime).

The purpose of this annual report is for the Reserve Forces Policy Board to provide timely, relevant, and credible advice and information to the Secretary of Defense and Congress to ensure that the decisions made affecting the Reserve components enhance the capability of the Total Force to meet national security requirements.

To fulfill its charter, the 24-member Board is composed of: a Chairman, appointed by the Secretary of Defense, the Assistant Secretaries of the Army, Navy, and Air Force, whose duties encompass Reserve Affairs; a representative from the Joint Chiefs of Staff; one Active component general or flag officer from each Military Department and the Coast Guard; two Reserve generals or flag officers from each of the six DoD Reserve components (Army National Guard, Army Reserve, Naval Reserve, Marine Corps Reserve, Air National Guard, and Air Force Reserve) and one from the Coast Guard Reserve; and a Reserve component general or flag officer who serves on active duty as military advisor to the chairman and as military executive of the Board. The Reserve component members represent a wide range of industrial, business, professional, and civic experience, in addition to their military expertise.

The Board considers issues from many sources including: the Congress; the Office of the Secretary of Defense; the Military Services; designated committees, councils, and boards; theater commanders; and, individual National Guard and Reserve members. The Board also establishes and maintains communications with individuals and agencies outside the Department of Defense, whether governmental, public, or private, as appropriate and necessary for the Board's mission. The members of the Board have the responsibility to bring forward to the Board those issues they feel have policy implications which affect the National Guard and Reserve.

Organization of the Report

Reserve component readiness is presented in this annual report by reviewing the contributions and challenges of the Reserve components. This report is divided into seven chapters: Roles, Missions, and Operations; Funding; Manpower, Personnel, and Force Structure; Training and Readiness; Equipment; Facilities; and, Environmental Programs. Appendix A briefly defines the activities of the Board during Fiscal Year 1996 and presents its recommendations for changes to policies, procedures, or laws which affect the Reserve components. A list of contacts for detailed information on various DoD programs is available in Appendix B. Reserve component command and control diagrams are provided in Appendix C.

All data contained in this report is accurate as of September 30, 1996, unless otherwise indicated.

History of the Reserve Forces Policy Board

President Harry S. Truman, in signing Executive Order No. 10007, October 15, 1947, directed the Secretary of Defense to take every practicable step for the strengthening of all elements of the Reserve components of the Armed Services. In November 1947, as the initial step in compliance

with the President's wishes, the first Secretary of Defense, Mr. James Forrestal, appointed the Committee on Civilian Components, which in turn became the Civilian Components Policy Board in 1949 under Secretary of Defense Louis Johnson. In 1951 Secretary of Defense George C. Marshall created the Reserve Forces Policy Board in lieu of the Civilian Components Policy Board. On July 9, 1952, Congress passed the *Armed Forces Act of 1952*. This act established the Reserve Forces Policy Board to serve as "the principal policy advisor to the Secretary of Defense on matters relating to the Reserve components." Passage of the *Reserve Officer Personnel Act of 1954* and the *Reserve Bill of Rights and Revitalization Act of 1967*, underscored the Board's role and expanded its authority, responsibility, and membership. In 1995, a member of the Joint Chiefs of Staff was added to the Board's membership. Today, the issues facing the Board remain as challenging as they did at its inception more than 40 years ago.

Listed below in chronological order are the individuals who have served as chairmen and military executives.

Chairmen

Charles H. Buford
July 1952 - March 1953

Arthur S. Adams
March 1953 - September 1955

Milton B. Baker
September 1955 - September 1957

John Slezak
October 1957 - September 1977

Louis J. Conti
October 1977 - September 1985

Will Hill Tankersley
October 1985 - October 1989

John O. Marsh, Jr.
November 1989 - October 1994

Terrence M. O'Connell
November 1994 - Present

Military Executives

RADM Irving M. McQuiston, USNR
July 1952 - June 1959

MG Ralph A. Palladino, USAR
July 1959 - December 1968

Maj Gen John S. Patton, USAFR
January 1969 - January 1973

RADM John B. Johnson, USNR
January 1973 - January 1975

MG W. Stanford Smith, USAR
January 1975 - April 1979

Maj Gen Joseph D. Zink, ANGUS
May 1979 - June 1983

LTG LaVern E. Weber, ARNGUS
June 1983 - June 1984

MG James D. Delk, ARNGUS
September 1984 - August 1986

MG William R. Berkman, USAR
August 1986 - July 1992

MG William A. Navas, Jr., ARNGUS
August 1992 - February 1995

Maj Gen Shirley M. Carpenter, USAFR
March 1995 - Present

Comments and Additional Copies

The Board appreciates the helpful comments and recommendations that have followed previous reports. A limited number of copies of this report are available for official distribution. Comments and requests for additional copies should be addressed to:

Reserve Forces Policy Board
Office of the Secretary of Defense
Room 3E330
7300 Defense Pentagon
Washington, DC 20301-7300

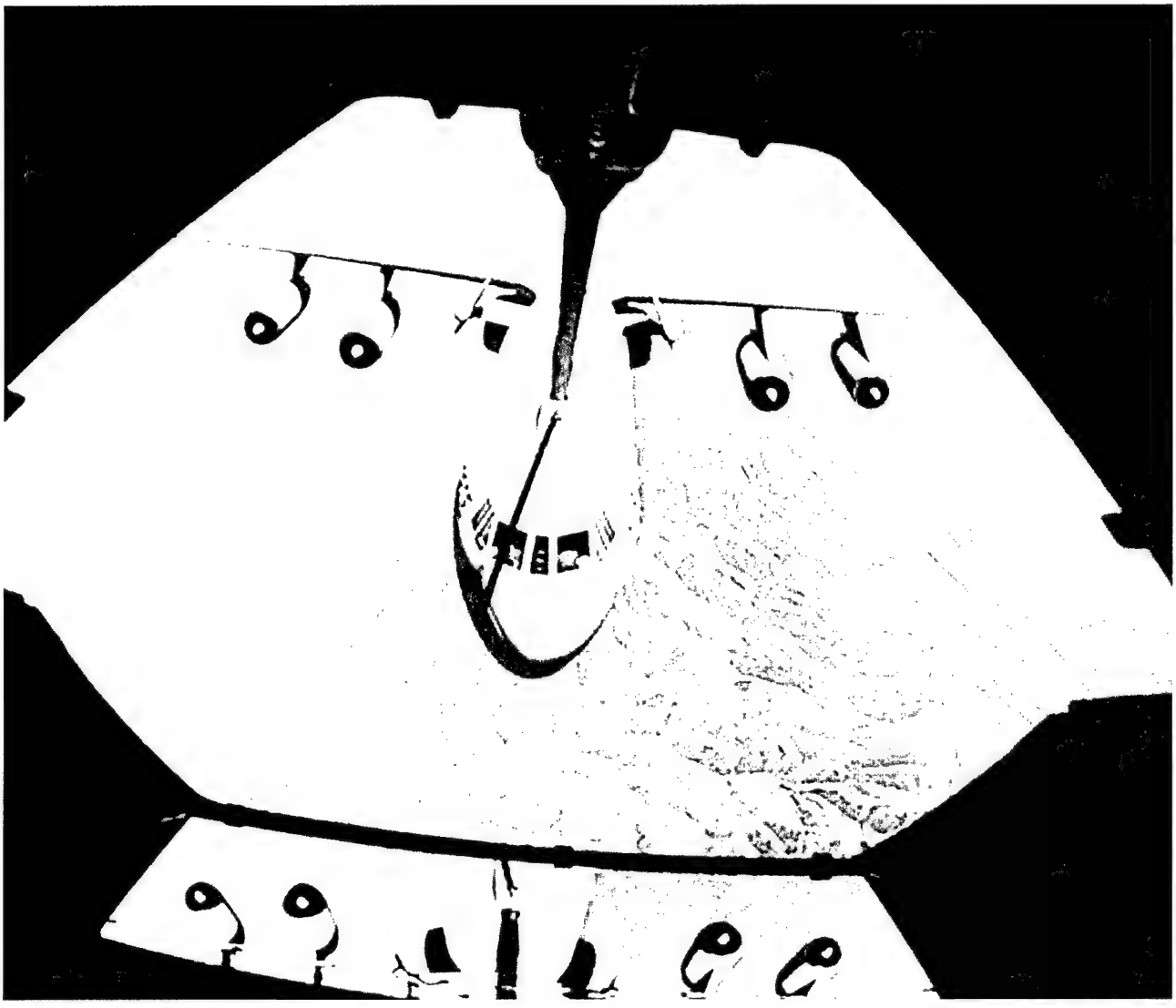
(703) 697-4486 (Commercial)
227-4486 (DSN)
(703) 614-0504 (Fax)

Roles, Missions, and Operations

1

"I did away with the term 'Reserve' when it was attached to a unit. I do not think in terms of a Reserve or a regular unit. Since we now equip, train and promote what used to be called Reserve units the same way we do our regulars, we no longer have to worry about who we send because we know we are sending the very best."

General Charles C. Krulak
Commandant of the Marine Corps



Introduction

World events during the post-Cold War years have brought uncertainty, significant change, and transition. As the United States moves toward a smaller military establishment, reductions in the active force have necessitated heavier reliance on the Reserve components. The first half of the 1990s showed increased use of the Reserves in every major operation involving American forces: the Persian Gulf; Somalia; Haiti; and Bosnia-Herzegovina. Trends reflect: more reliance on combined operations, decreased defense budgets, increase reliance and integration of Reserve components, and a shrinking military. It has taken over 20 years for the Total Force Policy to be as effective as it is today. Under the Total Force Policy, the National Guard and Reserve are the initial and primary augmentation of the Active Forces in time of war or national emergency. The Total Force Policy came at a time when Congress ended military service conscription following the Vietnam conflict and substituted the all-volunteer force as the principal method of filling the nation's military requirements. It simultaneously signaled the placement of a greater reliance on the National Guard and Reserve. The Reserve components are cost effective and capable. Today, Reserve components frequently are referred to, not as a force in reserve, but rather as full partners in a joint integrated Total Force world. The Reserve components provide well trained and equipped units and individuals for active duty in time of war, national emergency, and Military operations other than war (MOOTW). The Reserve components stand ready to accept additional responsibilities.

Missions of the Reserve Components

The Army National Guard's primary federal mission, and the Army Reserve's mission, are to provide trained units and qualified individuals, who are available to the Army in time of war or national emergency, and at such other times as the national security requires. The Army National Guard's state mission is to provide trained and disciplined forces for domestic emergencies, or as otherwise required by state law. The Army National Guard's dual-status role was established by the U.S. Constitution and has been consistently reaffirmed by the Congress as a reflection of the philosophical and practical ideals of this nation's founders.

The Naval Reserve provides mission capable units and individuals to the Navy and Marine Corps team through the full range of operations, from peace to war. The mission of the Marine Reserve is to augment and reinforce the active force by providing qualified units and individuals in time of war or other national emergency. In the augmentation role, the Marine Reserve provides trained and equipped units, detachments or individuals to active commands to bring their force structure to the level required for war or other national emergency. In the reinforcing role, the Marine Reserve provides similar assets to provide depth, replacements or capabilities in the active force.

The Air National Guard is unique among the Air Force components in that it has a dual role, both federal and state. The state role is to provide trained, ready, and disciplined forces to the various state governors. In this role, the Air National Guard's mission is to protect life and property and to preserve peace, order, and public safety under state authority. This mission comes at the call of the governor in times of state emergency and is paid for by the state. The federal role of the Air National Guard is to train and prepare for the wartime mission as specified by the Air Force. This makes Air National Guard forces available when the federal government needs them, both in peacetime and wartime. In this role, the Air National Guard performs virtually the same missions as their active duty counterpart — flying combat, airlift, and other aircraft, as well as providing support forces such as communications, civil engineering, medical, logistics and others required to operate an air base and sustain operations.

With few exceptions, the roles and missions of the Air Force Reserve are a mirror image of

the Active component, having proven to be cost effective and highly capable. Air Force Reserve forces may be aligned with Active units in an associate relationship sharing resources and equipment or stand alone as Unit Equipped (UE) organizations. In both cases the units fall under the federal government authority for activation and call-up. Air Force Reserve flying missions include fighters, airlift, aerial refueling, rescue, special operations, aeromedical evacuations, aerial spray, aerial fire fighting, weather reconnaissance, space operations, and airborne warning and control (AWACS).

The role of the Coast Guard Reserve is to provide trained units and qualified personnel to assist the Coast Guard in performing routine operations, in responding to domestic emergencies, and in meeting its national defense responsibilities. The primary missions of the Coast Guard are maritime law enforcement, defense preparedness, marine safety, search and rescue, maintenance of the maritime navigational system, and marine environmental protection.

Mobilization

The Secretary of Defense, with the advice and recommendations of the Chairman of the Joint Chiefs of Staff, the Joint Chiefs of Staff, Commanders in Chiefs, and Service Secretaries, recommends to the President and Congress the required mobilization to support a given operation or contingency. The President may order members of the Ready Reserve to active duty for any operational mission through the PSRC authority prescribed in Title 10, United States Code. Each Reserve component is mobilized via its respective chain of command and according to its specific procedures and systems. Without the PSRC authority, the Services are dependent upon volunteers from the Guard and Reserve to meet the short-term operational needs of the Active components. During a natural or man-made disaster, accident, or catastrophe, caused by something other than military action, the Secretary of Transportation may involuntarily order members of the Coast Guard Reserve to active duty.

The Army National Guard and Army Reserve mobilization is a five phase process:

- Phase one, Planning Phase, includes all efforts during peacetime to plan, train, and prepare to accomplish assigned mobilization and deployment tasks.
- Phase two, Alert Phase, begins when the unit receives mobilization notice.
- Phase three, Mobilization at Home Station ensures personnel administration is completed, equipment readied, and equipment loaded.
- Phase four, begins with the units arrival at the mobilization station. It encompasses all actions required to meet deployment or other unit validating criteria. Particular emphasis is given to validation of the unit's ability to meet operational requirements. This phase will normally last from 10 to 360 days dependent upon the size of the unit and its operational readiness.
- Phase five, begins with the units arrival at the sea or air Port of Embarkation. It consists of those actions necessary to prepare and load personnel and/or equipment for shipment.

Naval reservists are activated through their respective Naval Reserve Activity (NRA) and mobilized at any one of 14 Navy Mobilization Processing Sites (NMPS). At the NMPS, reservists complete administrative processing. If found qualified for active duty, individuals are fully mobilized and sent to either an interim location for specialized training or directly to their gaining commands. The estimated time for this mobilization processing is normally seven to ten days.

When directed, a Selected Marine Corps Reserve unit activates at their respective Reserve Training Center (RTC) and proceeds to a designated Station of Initial Assignment (SIA). At the SIA the activated unit joins the gaining command or obtains strategic lift if the gaining command is already deployed. Mobilization time for units: Home to RTC (24-72 hours); RTC to SIA (48 hours); SIA to gaining command (48 hours), if

located at the SIA; time deployment is based on the Time Phased Force and Deployment Data (TPFDD).

For mobilization, Selected Reserve members of the Air Reserve components are required to report to their unit of assignment within 24 hours of telephone recall notification. An additional 24 to 48 hours is sometimes required for deployment. Afterwards, the forces are ready to deploy directly to theater employment locations and begin operations. The Air National Guard and Air Force Reserve need no additional training prior to deployment, as Selected Reserve members are required to maintain training proficiency at all times.

Most Coast Guard reservists are assigned to the same active duty command that they will augment upon mobilization. This allows them to be administratively prepared and operationally trained to report, in most cases, within 24 hours of call-up. The exception to this is the Port Security Units and Harbor Defense Commands, which are nearly all exclusively Reserve-staffed. The Coast Guard completed integration of its Selected Reservists into the Active component in Fiscal Year 1995. Integration of the Coast Guard District and Headquarters Reserve organizations was completed in Fiscal Year 1996.

Peacekeeping, peace enforcement, domestic and humanitarian assistance operations, joint military programs, and counter-drug operations place new or continuing demands on the armed forces. Collectively these missions are known as MOOTW. These types of missions typically require heavy concentrations of combat service support forces. Emphasis is placed on medical, engineering, transportation, civil affairs, and command and control capabilities. In some areas of the world, new diplomatic type skills are used to resolve a range of problems inherent in the transition from highly centralized, authoritarian regimes to budding democratic economies. These skills can usually be found in the Military-to-Military Contact Program or Partnership for Peace exercises.

The Army National Guard and Army Reserve continued their participation with the Implementation Force in Bosnia-Herzegovina. The Army Reserve has deployed over 8,000 soldiers for Operation JOINT ENDEAVOR, over 2300 personnel for Operation UPHOLD DEMOCRACY, and over 11,000 troops to support more than 50 nations in overseas deployment training programs. Domestic assistance operations, such as Olympic support and hurricane relief, are currently part of the Army Reserve worldwide engagement strategy. The Army National Guard has also deployed battalion equivalent rotations to the United Nations Multinational force and observers (MFO) to the Sinai, and a Special Operations Force to Haiti during Fiscal Year 1996.

The Department of Defense (DoD) continued its efforts to support democracy in Central and Eastern Europe and the nations of the former Soviet Union. Through the Military-to-Military Contact Program, during Fiscal Year 1996, the Army Reserve participated in over 100 events in 15 countries. The Army Reserve supported the Commanders in Chiefs in the U.S. European, U.S. Southern, and U.S. Atlantic Commands with their Partnership for Peace exercises. The National Guard Bureau's State Partnership Program (SSP) supported U.S. European Command and U.S. Southern Command Military-to-Military Contact Programs with over 400 events for 21 partner countries. The National Guard Bureau provided over 300 Army and Air National Guard personnel for the Joint Contact Team Program and Partnership for Peace exercises, as well as Joint Staff sponsored CONUS based events. Additionally, the National Guard Bureau provided SPP resources and personnel for the Office of the Secretary of Defense and State Department events, both at home and abroad.

With the Naval Fleet and shore establishments heavily involved in a continuous number of crises and operations other than war, Naval Reservists have assumed major leadership responsibilities and are actively participating in the Military-to-Military Contact Program. The Naval Reserve created a pool of aviators to enhance fleet deployed squadrons at the onset of a major regional conflict.

Two F/A-18 Fleet Replacement Squadrons (FRS) augment units were established to supplement pilot throughput and to assume the instructor and aircrew responsibilities vacated by Active component personnel as they forward deploy. Additionally, the Naval Reserve provides C-9 and C-130 aircraft and crews for flight operations. The Naval Reserve has increased the participation and capability of surface mine countermeasures. In addition to the *USS Inchon*, the mine countermeasures mother ship transferred to the Naval Reserve in Fiscal Year 1995, two mine countermeasure ships, and one coastal mine hunter were transferred to the Naval Reserve in Fiscal Year 1996. The *USS John F. Kennedy* (CV-67) became an Operational Reserve Carrier (ORC) in October 1995.

In Fiscal Year 1996, the Marine Corps Reserve provided over 180 personnel to participate in Military-to-Military related events and Partnership for Peace exercises in the U.S. European, U.S. Atlantic, and U.S. Central Commands.

As a result of exercise TURBO INTERMODIAL SURGE 96, the Marine Corps Reserve gained considerable knowledge and experience with regard to equipment containerization. Operational planning emphasis on logistical support requirements has led to an expansion of Marine Corps Reserve combat service support inclusion as the amphibious combat service support element.

The Air National Guard and the Air Force Reserve involvement in peace enforcement and peacekeeping operations included continued enforcement of the no-fly zones over Iraq and Bosnia-Herzegovina and continued airlift support to U. S. forces in Haiti, Bosnia-Herzegovina, and other theaters of operation. The Air National Guard began conversion to B-1 power projection mission, assumed all Foreign Military Sales F-16 Programmed Flying Training, and now conducts the only manned reconnaissance mission, using a podded F-16. The Air Force is in the process of transferring their last missile warning system to the Air National Guard; the transition of the Mobile Ground Station mission will be completed early in Fiscal Year 1997. Several new medical service capabilities have been added to the Air National Guard during Fiscal Year 1996.

The Air Force Reserve assumed full Cape Canaveral range support, to include search and rescue for all space shuttle launches and range clearance during any rocket launch. Additionally, the Air Force Reserve stood up a KC-135 associate unit and an AWACs associate unit. The Air Force Reserve assumed a portion of A/OA-10 Programmed Flying Training in the last part of Fiscal Year 1996. The Air Force Reserve participates in the Military-to-Military Contact Program and recently terminated active operations with the AC-130A Gunship. Gunship peculiar supplies and support equipment were transferred to support the remaining Active force AC-130H Gunships. The Air Force is currently studying a concept where Reserve component personnel would augment Active component heavy bomber maintenance personnel to meet major regional conflict requirements.

The Coast Guard Reserve provided personnel to conduct an initial survey of foreign ports for the NATO implementing force participating in international operations in Bosnia-Herzegovina in Fiscal Year 1996.

Reserve Participation in Operations and Training Exercises

Increased participation of the Reserve components in Military operations other than war (MOOTW) has become a fact of life. To enhance Reserve component participation in MOOTW, the transition for the Guardsman and Reservist from civilian status to military status and back to civilian status must be rapid and simple. The Reserve components can do more in the area of MOOTW, with better preplanning and with the Active and Reserve components working together to clearly understand each other's capabilities. If the Guard and Reserve are to have greater participation in MOOTW they must be compatibly trained and equipped. It is also essential to maintain a proper balance between the Reservist's commitment to military service, civilian employment, and family.

The Army National Guard continued to participate in many training exercises throughout the world in Fiscal Year 1996. The Army National Guard participated in ULCHI FOCUS LENS, the defense of the Korean peninsula, and FOAL EAGLE which provided the opportunity to train with Active component and Republic of Korea (ROK) forces. Exercise BRIGHT STAR is a major Joint Chiefs of Staff (JCS) deployment that the Army National Guard participates in with combat, combat support, and combat service support units annually in the U.S. Central Command. Exercise FREQUENT STORM allowed the Army National Guard Special Forces to train in Malaysia and Thailand; Exercise COBRA GOLD was a JCS exercise in Thailand; and, Exercise NORTH WIND was designed to increase the combat readiness between the United States and Japanese forces. The Army National Guard continues to support the Army in operational missions. Aviation maintenance support was provided during Operation RESTORE HOPE. Over 850 Army National Guard soldiers participated in Operation UPHOLD DEMOCRACY. As of the end of Fiscal Year 1996, approximately 2,248 Army National Guard soldiers have mobilized and deployed for Operation JOINT ENDEAVOR. Additionally, the Army National Guard has participated in the Multi-National Force and Observers (MFO) in the Sinai by providing 400 soldiers (72% of the total) for rotation. Additionally, in the U.S. European Command the Army National Guard participated in Partnership for Peace exercises in 10 Eastern European countries with over 350 personnel.

In the U.S. Atlantic Command, Exercise TRADEWINDS is conducted annually by the Army National Guard in the Caribbean and is a naval/land based exercise designed to test the defense of the lower Caribbean Islands. In the U.S. Southern Command, the Army National Guard participates in a series of JCS approved joint/combined engineer field exercises. Engineer readiness training was conducted in Belize, Honduras, and Costa Rica. Medical readiness training was conducted in Costa Rica, Guatemala, Ecuador, Panama, and Belize. The Army National Guard deployed personnel for rotations to Panama to support U.S. Army military police. In the U.S. European Command, the Army National Guard and the Army Reserve participated in a multinational engineer readiness and training exercise conducted with allied engineers and equipment, as well as fire support operations. Training opportunities included support to the primary combat unit in the Southern European Task Force, 325th Infantry (Airborne), during JCS exercises: DRAGON HAMMER, DISPLAY DETERMINATION, DYNAMIC IMPACT, and DYNAMIC GUARD. In the U.S. Pacific Command, the Army National Guard provided linguists and postal personnel.

The Army Reserve continues to be engaged in several operational missions in support of the National Military Strategy: contingency operations in Haiti (UPHOLD DEMOCRACY), Bosnia-Herzegovina (JOINT ENDEAVOR), and overseas deployment training. In Fiscal Year 1996, over 600 Army reservists served in Haiti and thousands more served in Bosnia-Herzegovina. Over 11,000 Army reservists from 40 units were also deployed to support operations in more than 50 nations.

The Naval Reserve participated in numerous operational missions and joint exercises. The Naval Reserve provided staff support for Exercises COBRA GOLD and ULCHI FOCUS LENS. They provided the Military Sealift Command for Exercise BRIGHT STAR, and a construction battalion for Exercise FAIRWINDS 96. The Naval Reserve provided intelligence units for Operations JOINT ENDEAVOR, SOUTHERN WATCH, and PROVIDE PROMISE, as well as support for Operation UPHOLD DEMOCRACY.

The Air National Guard was involved in every major Air Force operation and exercise, and most of the smaller ones, conducted during Fiscal Year 1996. Some of the participation highlights included hurricane relief efforts; Operations JOINT ENDEAVOR, UPHOLD DEMOCRACY, and SOUTHERN WATCH; Partnership for Peace mission in Romania; Exercise NUEVOS HORIZONTES in

Honduras; and, providing limited medical support to some undeveloped countries.

The Air Force Reserve flies thousands of operational and joint missions each fiscal year carrying personnel and cargo. Reservists participated in search and rescue, aerial spraying, air medical evacuations, and supporting the National Weather Service by tracking hurricanes. The Air Force Reserve also provided medical support for exercises and operational missions.

Over 200 Coast Guard Reservists were mobilized for a record number of recalls for domestic emergencies. These events ranged from hurricane and flood response operations to disasters such as the TWA Flight 800 crash. Two major exercises in Fiscal Year 1996 included reservists from Port Security Units and Harbor Defense Command units. During a portion of Fiscal Year 1996, a Coast Guard Reserve Officer served as the Coast Guard's NATO staff liaison officer in Bosnia-Herzegovina and Naples, Italy.

Domestic and Humanitarian Assistance Operations

Military readiness remains the single most important priority of DoD. The increased scrutiny of the DoD budget, coupled with an austere funding environment, implies the need for utilization of existing opportunities and resources in a more creative and innovative manner that facilitates maximum readiness training benefit for the dollars spent. The DoD Civil-Military Cooperation Program leverages the defense dollars into a "double bang for the buck". Everyday the Armed Forces, especially citizen-soldiers, sailors, airmen, Marines, and members of the Coast Guard provide a critical link between the military and civilian communities. Unit and individual military readiness training are conducted in a real environment with tangible results which enhance unit morale, retention, and recruiting. DoD's Civil-Military Cooperation Program exposes military units and personnel to the community in a manner that fosters mutual support and respect, and strengthens vitally necessary connections between the citizens and their military.

The Reserve components provide domestic and humanitarian support to the CINCs. During Fiscal Year 1996, Army National Guard, Army Reserve, and Air National Guard units provided medical services to communities in 18 states under the Medical Innovative Readiness Training (MIRT) program. This program enables Reserve component health care professionals to obtain training in wartime clinical skills while concurrently providing medical care to the indigent or under served civilian population. The Army National Guard and the Army Reserve assisted civil authorities during hurricanes, flooding, dam breaks, and numerous other natural disasters. Between May and September 1996, the New Jersey National Guard, supported by units and personnel of the Naval Reserve, Air Force Reserve, and Coast Guard, supported a pilot project, REEFEX. This project took 185 obsolete tanks and personnel carriers and placed them in designated areas off the coasts of Delaware, Maryland, New Jersey, New York, and Virginia to create artificial reefs.

The National Guard Bureau operates a 22-week residential program called "ChalleNGe" for 16 to 18 year old high school dropouts who are unemployed, drug-free, and currently not involved with the criminal justice system. The Challenge program operates in 15 states. Core components of the program include citizenship, Graduate Equivalent Diploma (GED)/high school diploma attainment, life coping skills, community involvement projects, health and hygiene, skill training, leadership, and physical training. This program has congressional authorization to operate through August 1997.

STARBASE is a non-residential program that focuses on providing education and training in science, mathematics, and the use of technology to disadvantaged youth, kindergarten through 12th grade. Operating in 15 states and the Commonwealth of Puerto Rico, the program seeks to improve math and science knowledge through an experimental learning process that includes simulations and experiments in aerospace related fields. The National Guard, Air Force Reserve, and Naval Reserve are currently operating these programs.

These programs will be self-sustaining with no DoD funding by the end of Fiscal Year 1998.

Navy Reserve Force Liaison Officers (NLOs) provide support to the Federal Emergency Management Agency (FEMA). Naval Reservists participate in the Drug Abuse Resistance Education (DARE) program. This prevention program deals with peer pressure resistance techniques, decision making skills, problem solving exercises, and provides alternatives to drug use. In "Campaign Drug Free (CDF)", volunteers from the Naval Reserve make presentations to local elementary, middle, and senior high school students designed to heighten awareness of the effects of drug abuse. CDF was the Fiscal Year 1996 winner of the Annual Secretary of Defense Community Drug Awareness Award for the best Navy program. The Naval Reserve is also involved in the "Adopt-A-School Program." As a part of the Chief of Naval Operations Personal Excellence Program, air stations and other commands provide tutorial services primarily to "adopted" schools in their vicinity. In a community project called "Navy Kids", volunteers provide tutorial sessions once a week outside the school environment. This program is designed not only to improve academic skills, but also to develop students' self-esteem, values, and life styles in a positive way.

Marine reservists help economically disadvantaged children through the "Toys for Tots" program. During Fiscal Year 1996, Marines helped collect and distribute more than 8.1 million toys to approximately 4.2 million needy children across the country. Marine reservists fight substance abuse through the Drug Demand Reduction program. This program puts dedicated, motivated Marines in classrooms around the country educating young people about the dangers of substance abuse. "Young Marines" is a dynamic and fast-growing community outreach effort for youth ages 8 to 18. Marine Reserve units are working with Marine Corps League detachments to establish "Young Marine" units around the country. The "Young Marines" program has been officially recognized by the Drug Enforcement Administration as a "leader in the fight to reduce our nation's drug and crime problems".

Engineer assets from the Marine Corps Reserve, supported logistically by the Alaska National Guard, conducted airfield construction and runway improvements in a remote Alaskan native village above the Arctic Circle during July-August 1996. In Warren, Ohio, the Marines turned an abandoned debris filled residential area into baseball fields and a cross country track, and rebuilt an urban basketball court in New Orleans, Louisiana. The Marine Corps Reserve rehabilitated an abandoned camp for handicapped youth in Mayfield Township, Michigan, rebuilt athletic fields at a public high school in Naselle, Washington, and athletic fields and other community facilities on the Nisqually Indian Reservation in Olympia, Washington.

Air National Guard units are tasked in state and federal plans with response capability for state and national disasters. During 1996 the Air National Guard participated extensively in Mobile Aerial Firefighting operations combating forest fires in the western United States. Under the Medical Innovative Readiness Training program, Air National Guard medical personnel work in trauma centers providing medical care in under served communities. Combat communication units frequently assist state and local agencies during natural disasters, special events, and police operations.

In the TRANSAM PROJECT (transfer of DoD excess medical and other supplies to Native Americans), the Air Force Reserve coordinated the transfer and delivery of 88 air tons and 124 road tons of excess medical equipment from DoD installations and facilities to the Indian Health Service (IHS) to support the health care needs of Native Americans and Alaskan native communities. During Fiscal Year 1996, millions of dollars worth of medical equipment and supplies were provided to 193 IHS healthcare facilities. The "Walking Shield" program delivered 55 tons of blankets, sheets, and towels to the IHS during the freezing cold winter months and moved 13 houses, which are scheduled to be

replaced with newer buildings, from Grand Forks AFB, North Dakota, to Sioux Indian reservations with assistance from the Army Reserve.

The Air Force Reserve continued construction on a fire station at the Ute Indian Reservation, Cortez, Colorado, as well as various construction projects at McAllen, Texas, in support of border patrol activities. During May-August 1996, Civil Engineer Squadron assets of the 66th Air Base Wing, Hanscom AFB, Massachusetts, converted and restored grounds at a closed anti-ballistic missile site to their natural condition for use as community athletic fields.

The Coast Guard Reserve pilot program called "Sea Partners" utilizes reservists to implement an environmental education and outreach program focused on communities-at-large to develop their awareness of maritime pollution issues and to improve compliance with federal regulations. The Sea Partners program continued to be funded by the Department of Defense Civil-Military Program during fiscal year 1996 due to its Reserve training value. Through the Sea Partners Campaign, the Coast Guard has made a substantial contribution to protecting the marine environment, and at the same time, has broadened Coast Guard Reserve training opportunities to enhance military readiness and ability to respond to contingencies.

Counter-Drug Operations

Throughout Fiscal Year 1996, all the Reserve components worked with and supported local, state, and federal law enforcement agencies by conducting counter-drug support activities. This counter-drug support resulted in the arrest of thousands of suspected drug offenders and the seizure of thousands of pounds of cocaine, heroin, and marijuana. Of particular importance is the fact that these counter-drug missions provide much needed support to law enforcement agencies, and enhance the technical and tactical military occupational skills of the participating personnel.

The Army National Guard has provided hundreds of personnel to assist the U.S. Customs Service at key points of entry and linguists to provide critical wiretap translations to thousands of Drug Enforcement Administration and Federal Bureau of Investigation cases. Three National Guard training organizations — the National Interagency Counter-Drug Institute in California, the Regional Counter-Drug Training Academy in Mississippi, and the Multi-Jurisdictional Counter-Drug Task Force Training Academy in Florida — provide training to thousands of law enforcement officers in dozens of drug-related skills. The Army National Guard has equipped 76 of the OH-58 helicopters with infrared radar capability and special communications equipment. The Army Reserve conducted over 150 counter-drug missions involving hundreds of its reservists during Fiscal Year 1996. The majority of Army Reserve counter-drug mission support was provided by intelligence analysts and Spanish linguists. Additional construction missions were supported by engineers along the southwestern border. The Army Reserve also supported law enforcement training with mobile training teams.

The Naval Reserve supported counter-drug operations with their squadrons and frigates. At Naval Air Station, Atlanta, Georgia, VAW-77 was activated with the purpose of supplying 120 days of dedicated counter-drug operations each year. In total, during Fiscal Year 1996, P-3 squadrons operated over 260 days, flying over 1780 hours, while E-2 squadrons operated over 102 days, flying over 1585 hours. The Reserve frigates provided 236 steaming days in support of counter-drug operations.

During Fiscal Year 1996, approximately 1,560 Marines from Marine Force Reserve (MARFORRES) units provided 39,062 mandays of support to civilian law enforcement agencies in 59 separate counter-drug operations. The operations included deployments by both air and ground assets throughout the Caribbean and numerous border areas in the southeast, south-central, and southwest regions of the United States. Fifteen of the missions were outside

the continental United States. MARFORRES units supported the Drug Enforcement Administration, the Federal Bureau of Investigation, the U.S. Border Patrol, the U.S. Customs Service, and numerous other law enforcement agencies.

The Air National Guard is part of a continuing counter-drug program focused on providing support to national efforts designed to detect trafficking aircraft moving illicit drugs to North America from source countries in South America. In operation CORONET NIGHTHAWK, fighter aircraft shadow and identify suspected narco-traffickers aircraft. The aircraft range in size from small, single-engine airplanes, to multi-engine jet cargo aircraft. At the request of U.S. Southern Command and host nations in South America, Air National Guard personnel have manned two radar sites since 1992. These sites are instrumental in the detection and monitoring of drug trafficking aircraft transiting between drug producing and drug processing locations in South America. Operating 24 hours a day, 365 days a year, Air National Guard Control Units provide the personnel who rotate in and out of the sites on an average of every 30 days. In addition to manning radar sites, the Air National Guard operates and manages a Counter-Drug Logistics Support facility at Dobbins Air Reserve Base, near Atlanta, Georgia. This facility logistically supports Air National Guard counter-drug radar assets in the United States, as well as counter-drug radars deployed in South America and in the Caribbean.

The Air Force Reserve maintains a counter-drug division and manages Project Codes 4000 and 8553. Under Project Code 4000, the Air Force Reserve supports requests from law enforcement agencies for intelligence and linguists personnel, as well as air missions. Project Code 8453 is the Air Force Reserve demand reduction program. As an aside, the Air Force Reserve band conducted 23 "Drug Free Shows," drawing over 22,000 people.

The role of the Coast Guard is to interdict illegal narcotics enroute to the United States. Under the integrated "Team Coast Guard", reservists augment a broad range of Coast Guard counter-drug operations by providing staffing to cutters, air stations, small boats, and operation centers.

Future Issues

Future trends reflect continuation of downsizing and restructuring to meet the needs of the National Military Strategy. The Army National Guard will continue to provide essential support, both in combat and combat service support, to operational plans. The Army National Guard division redesign will convert some combat elements to critically needed combat support and combat service support forces. The remaining Guard divisions will continue to provide the Army's strategic hedge force, while other combat units (such as Enhanced readiness brigades and selected artillery and air defense forces) will continue to be force listed against missions with deployment guidelines requiring increased readiness. The Army Reserve will continue to provide essential support to the CINCs in theater contingency operations, project Army Reserve capabilities as evidenced in Haiti and Bosnia-Herzegovina, and provide vital support capabilities essential to the Army's warfighting plans.

The Naval Reserve will continue to explore new areas to provide peacetime (contributory) support. As the Navy fulfills its part in the National Military Strategy, the Naval Reserve will continue to be an inextricable part of that mission.

In addition to current roles, recent trends indicate a greater propensity for Marine Reserve participation in MOOTW. These type of missions have historically included peacekeeping, disaster relief, and counter-drug missions. To enhance Active/Reserve component integration, the Marine Corps Reserve will "train as we fight". This entails the detailed involvement of the Marine Corps Reserve major subordinate commands participating in the planning and coordination of its units with Active component commands in operational warplans, as well as the

increased integration of Reserve staffs and command elements into active staffs and exercises.

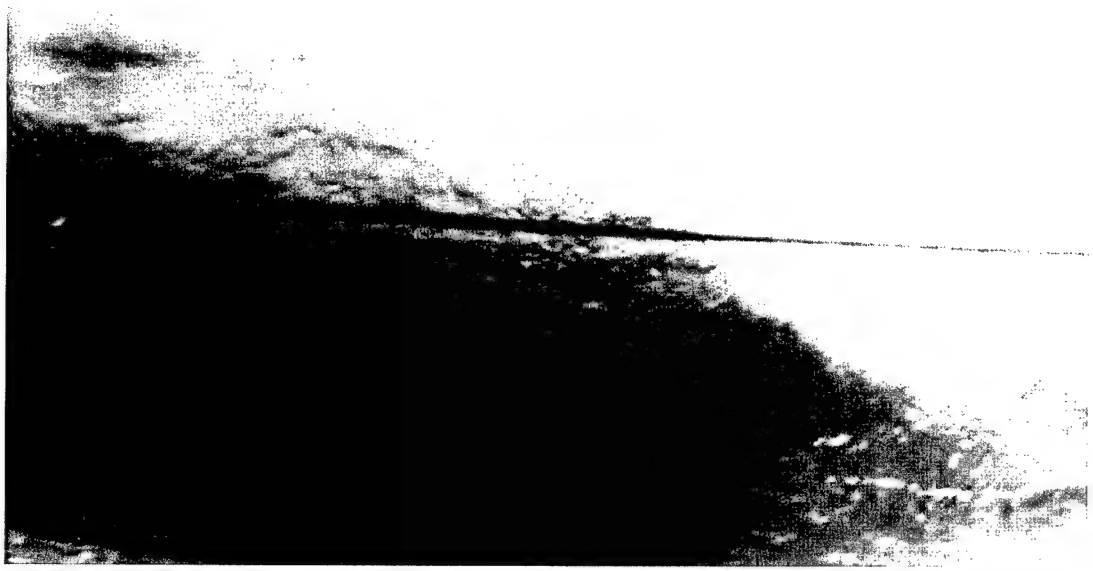
The Air National Guard and the Air Force Reserve will remain important partners of the Total Force Global Engagement mission. The Air Force will maintain its commitment to the Total Force by putting the "right" missions in the "right" proportions into the Air National Guard and the Air Force Reserve to satisfy both wartime, peacetime, and contingency requirements. The Air Force will continue to leverage the strengths of its Reserve components, highlighting their cost effectiveness and high level of experience in traditional mission areas. The Air National Guard and Air Force Reserve continue to expand their contributions in the long range B-1 and B-52 bomber missions, respectively. The Air National Guard anticipates being tasked by the Air Force to support contingency hospitals, provide medical support to the National Science Foundation Antarctica mission, and provide chaplain support. As the Air Force looks to the future, the roles and missions of the Air National Guard and Air Force Reserve will continue to be evaluated and shifted to meet the realities of force structure requirements and funding realities.

The Coast Guard Reserve anticipates the requirement to support the increasing number of domestic surge operations. Additionally, because of the downsizing of the Active component, reservists may be employed even more extensively in the routine work of the Coast Guard that has recurring spikes in activity.

Funding 2

"Our Joint Force Reservists are my Weapons of Choice in DLA's battle to ensure that America never finds out the cost of being unprepared."

Vice Admiral Edward M. Straw
Former Director, Defense Logistics Agency



Introduction

The criteria for resourcing the Reserve components focuses on the Services' total requirement to support the two major regional conflict (MRC) scenario, meet peacetime operating requirements, affordability, and policy. By policy, Reserve components are resourced based on "first to fight" requirements. The tiered resourcing methodology allocates resources with priority to Active and Reserve component units and individuals who are first to mobilize, and thus first to deploy. Tiered resourcing works because the units required to support the two nearly simultaneous MRCs are provided the necessary resources to be ready. The lower priority units have additional time before mobilization and deployment, giving them the opportunity to attain increased readiness levels. Priority units receiving additional resourcing have increased their readiness ratings and ability to support the combatant CINCs.

Specific decisions regarding the resourcing of the Active and Reserve components result primarily from the Planning, Programming and Budgeting System process as influenced by the National Security Strategy, National Military Strategy, DoD Guidance, and the Bottom-Up Review, as well as the comprehensive results of internal Service support assessments and war games. Specific Service criteria is based on such elements as force structure, mission assignments, joint exercises, end strength, training requirements (skill level proficiencies), unit conversions, and transition costs.

The bottom line of resourcing the Reserve components with equipment, facilities, and personnel, is to maintain a balance between Active and Reserve components to forge a seamlessly integrated Total Force capable of performing wartime and peacetime missions.

Funding Challenges

In an environment of shrinking defense budgets, all Services are having difficulty getting resources to meet funding targets and maintain current modernization efforts. As Reserve components absorb more tasks traditionally handled by the Active component, the funding must accompany the missions.

The last three years have shown a sharp decline in the funding for the Army National Guard Counter-drug Support program from 230 million to 150 million dollars. However, the Army National Guard's highest priority of unfunded Fiscal Year 1996 requirements were: $95 million for schools; $68 million for the Active Guard and Reserve (AGR) program; $45 million for construction; $66 million for real property; $41 million for depot level maintenance; and, $75 million for readiness accounts such as operating tempo. The Army Reserve experienced funding shortages for civilian pay and recruiting, operations, and individual training. The aircraft carrier in the Naval Reserve faced some significant maintenance funding challenges, as did operations and repair funding for Reserve ships. The Marine Corps Reserve was short of funds for a Base Realignment and Closure Commission (BRAC) mandated relocation, as well as a deficiency on initial issue of individual equipment to drilling reservists. The Air National Guard funding shortages prevented some B-1 bombers and other aircraft from being upgraded with more modern equipment. The Air National Guard also needed reimbursement for on-going contingency operations in Europe and the Middle East. The Air Force Reserve funding shortage was in the areas of military construction and operation and main-tenance. The Coast Guard's greatest funding shortage in Fiscal Year 1996 was competing for Port Security Unit (PSU) equipment funding through the Department of Defense NGREA. The funding backlog is approximately 15.3 million dollars. Each PSU is composed of 117 personnel, six armed speed boats, and logistical equipment to support worldwide deployment. CINC exercises have validated a need for three additional PSUs. However, the Coast Guard's highest priority, regarding PSUs, is to be able to meet the resource needs of the existing three PSUs.

Shortfall and Expenditures

All the Reserve components experienced funding shortfalls in Depot Maintenance in Fiscal Year 1996; that shortfall is estimated to continue into Fiscal Year 1997. There were significant shortfalls in military construction for the Army National Guard, Army Reserve, Air Force Reserve, and Air National Guard.

The Army National Guard, Army Reserve, and Air Force Reserve were also short in their operation and maintenance funding. The Marine Corps Reserve and Air Force Reserve indicated a funding shortfall in major equipment. The Reserve component funding shortfalls in Fiscal Year 1996 and the estimated shortfalls for Fiscal Year 1997 are shown in Table 2-1.

Table 2-1
RESERVE COMPONENT FUNDING SHORTFALLS
(Dollars in Millions)

Category/ Fiscal Year[1]	Army National Guard	Army Reserve	Naval Reserve	Marine Corps Reserve	Air National Guard	Air Force Reserve	Coast Guard Reserve
O&M Funding							
95	136.0	190.5	0.0	0.0	0.0	0.0	0.0
96	210.0	355.0	0.0	0.0	0.0	0.0	0.0
97	260.0	329.0	0.0	0.0	28.0	68.4	0.0
Travel Funds							
95	0.0	0.0	0.0	1.7	0.0	0.0	0.0
96	0.0	0.0	0.0	0.0	0.0	0.0	0.0
97	0.0	0.0	0.0	1.6	0.0	0.0	0.0
Medical Training							
95	0.0	0.0	0.0	0.0	1.0	0.0	0.0
96	0.0	0.0	0.0	0.0	1.0	0.0	0.0
97	15.0	0.0	0.0	0.0	1.0	0.0	0.0
Major Equipment							
95	0.0	2,000.0	0.0	130.8	90.6	0.0	15.3
96	0.0	1,800.0	0.0	130.8	60.6	0.0	15.3
97	0.0	1,600.0	0.0	168.0	29.0	10.0	10.0
Depot Maintenance							
95	144.0	36.7	16.3	0.8	22.2	0.0	0.0
96	199.0	55.0	40.0	6.0	12.0	0.0	0.0
97	216.0	43.0	109.0	3.0	53.0	28.0	0.0
Construction							
95	232.0	91.0	100.0	0.0	59.0	39.0	80.0
96	301.0	75.0	77.0	0.0	77.0	86.0	0.0
97	378.0	81.0	58.0	0.0	52.0	69.0	0.0
BRAC Impact							
95	0.0	0.0	0.0	2.7	0.0	0.0	0.0
96	0.0	2.0	0.0	4.2	0.0	0.0	0.0
97	3.0	3.0	0.0	4.4	0.0	0.0	0.0
Environment							
95	16.3	0.0	0.0	3.3	55.2	0.0	0.0
96	18.2	1.0	0.0	3.3	12.8	0.0	0.0
97	33.0	0.0	0.0	3.6	6.5	0.3	0.0
Miscellaneous							
95	0.0	0.0	0.0	14.0	0.0	0.0	83.0
96	0.0	0.0	0.0	14.0	7.2	0.0	3.0
97	30.3	0.0	0.0	7.5	0.0	0.0	2.0

Note:
1. Fiscal Year 1997 numbers are estimates.
Source: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve components.
Data as of September 30, 1996.

Two of the seven Reserve components had training activities canceled or reduced in Fiscal Year 1996 due to a lack of funding. The Army National Guard implemented reduced hours of operation to prevent defaults on utility bills and reduced its Full-Time Support (FTS) staff in lower priority units to accommodate decreased technician funding. A number of AGR personnel did not deploy for training due to funding shortfalls. The Air National Guard was unable to support additional requests for medical support.

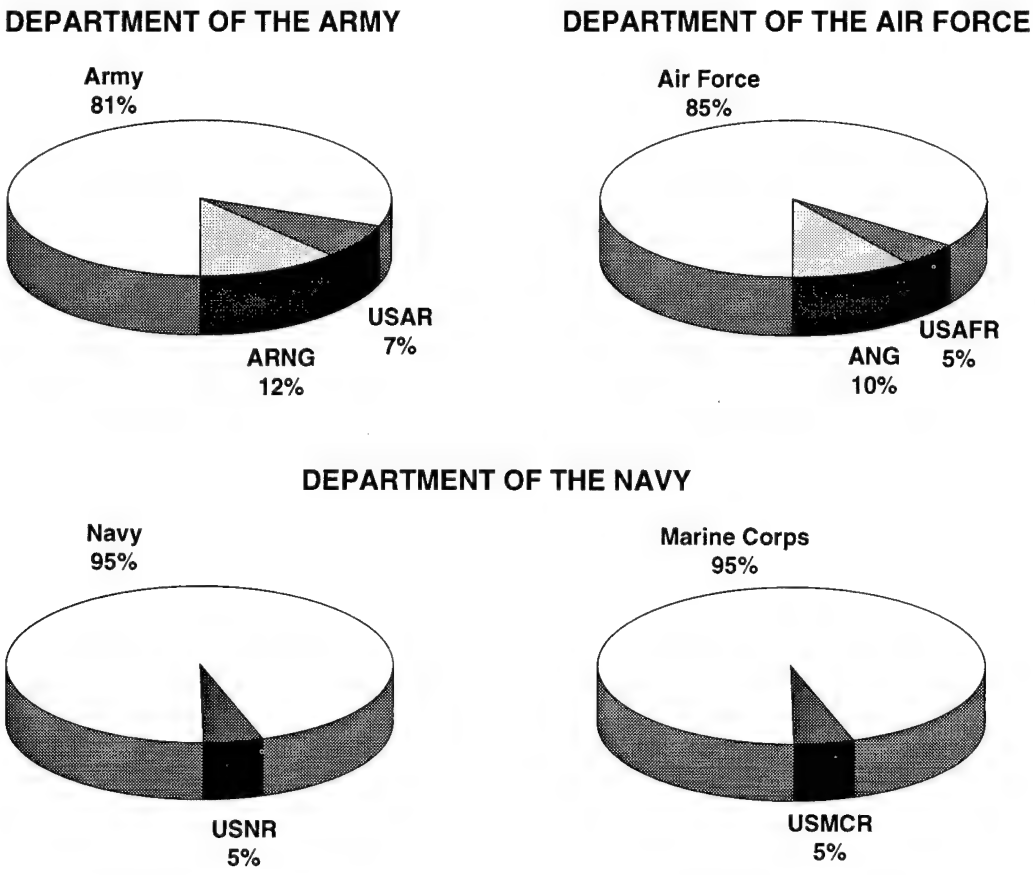
Table 2-2 displays Reserve component Appropriations for Fiscal Years 1995 through 1997. Chart 2-1

Table 2-2
APPROPRIATIONS
(Dollars in Millions)

Component	FY 1995	FY 1996	FY 1997
Army National Guard			
Personnel	3,446.1	3,349.2	3,263.3
Operation and Maintenance	2,436.3	2,444.1	2,251.9
Military construction	188.1	137.1	78.1
Procurement[1]	715.3	881.1	659.5
Army Reserve			
Personnel	2,174.2	2,126.8	2,071.5
Operation and Maintenance	1,239.8	1,117.7	1,118.3
Military construction	57.4	72.7	55.5
Procurement[1]	282.0	280.5	161.2
Naval Reserve			
Personnel	1,413.5	1,384.7	1,404.3
Operation and Maintenance	842.0	839.4	885.3
Military construction	23.0	19.0	11.0
Procurement[1]	180.5	56.5	223.9
Marine Corps Reserve			
Personnel	352.0	384.6	388.3
Operation and Maintenance	84.0	102.5	109.5
Military construction	5.0	4.0	2.0
Procurement[1]	120.1	159.4	133.6
Air National Guard			
Personnel	1,276.4	1,309.1	1,295.3
Operation and Maintenance	2,782.0	2,769.5	2,713.3
Military construction	248.6	171.3	189.9
Procurement[1]	432.1	557.3	506.5
Air Force Reserve			
Personnel	774.5	766.9	783.0
Operation and Maintenance	1,468.2	1,509.4	1,494.8
Personnel Military construction	57.0	36.5	52.8
Procurement[1]	146.1	357.9	170.4
Coast Guard Reserve			
Personnel	57.2	54.0	58.2
Operation and Maintenance	7.8	8.0	7.7
Military construction	0.0	0.0	0.0
Procurement	0.0	0.0	0.0
Totals			
Personnel	9,493.9	9,375.3	9,263.9
Operation and Maintenance	8,860.1	8,790.6	8,580.8
Military construction	579.1	440.6	389.3
Procurement[1]	1,876.1	2,292.7	1,855.1

Note: 1. Procurement includes P-1R Exhibit amounts budgeted by the Services and NGREA funds.
Source: DoD Comptroller and the Reserve components.
Data as of January 1, 1997.

Chart 2-1
TOTAL OBLIGATION AUTHORITY



Note:
1. Percentages represent Operation and Maintenance and Military Personnel accounts.
Source: The Reserve components.
Data as of January 1, 1997.

reflects the Department of Defense total obligation authority for both the Active and Reserve components.

Reserve Component Training

Funding constraints have not prevented the Army National Guard from deploying approximately 23,000 troops overseas each fiscal year for training. However, declining budgets have forced some Reserve component units to be more selective when choosing opportunities to meet their training requirements. Reserve component training includes five categories: Inactive Duty Training (IDT), Active Duty for Training (ADT), Annual Training (AT), Initial Active Duty for training (IADT), and Other Training Duty (OTD). The amount of Reserve component training funds utilized in Fiscal Years 1995, 1996, and 1997, are listed by category in Table 2-3. With the exception of the Army National Guard and Air National Guard, the Reserve components were adequately funded to support their programmed training requirements. The Army National Guard was adequately resourced to support programmed requirements. There were unprogrammed requirements and some individual training that was not necessarily required that could not be funded.

Table 2-3
RESERVE COMPONENT TRAINING FUNDING
(Dollars in Millions)

Service	FY 1995	FY 1996	FY 1997[1]
Army National Guard			
Annual Training	498.0	543.0	500.0
Initial Active Duty Training	144.0	124.0	150.0
Other Training Duty	354.0	197.0	68.0
Inactive Duty Training	1,057.0	1,010.0	1,053.0
Army Reserve			
Annual Training	274.5	265.5	257.0
Initial Active Duty Training	125.8	125.7	126.1
Other Training Duty	1,133.3	1,096.9	1,056.0
Inactive Duty Training	640.6	641.0	634.4
Naval Reserve (Air)			
Annual Training	45.1	47.1	48.2
Initial Active Duty Training	0.0	0.0	0.0
Other Training Duty	21.3	13.5	12.4
Inactive Duty Training	144.2	144.2	144.7
Naval Reserve (Surface)			
Annual Training	115.1	121.2	123.9
Initial Active Duty Training	1.5	1.4	0.0
Other Training Duty	17.4	11.1	10.1
Inactive Duty Training	172.0	168.6	169.3
Marine Corps Reserve			
Annual Training	33.7	36.9	37.7
Initial Active Duty Training	46.1	49.1	55.0
Other Training Duty	0.0	0.0	0.0
Inactive Duty Training	92.6	97.0	103.2
Air National Guard			
Annual Training	181.2	174.1	182.0
Initial Active Duty Training	14.6	15.7	18.3
Other Training Duty	174.0	190.0	152.3
Inactive Duty Training	391.2	386.6	397.1
Air Force Reserve			
Annual Training	157.4	157.9	155.1
Initial Active Duty Training	8.2	6.5	8.9
Other Training Duty	308.9	313.9	323.7
Inactive Duty Training	300.0	288.6	297.7
Coast Guard Reserve			
Annual Training	9.4	9.6	9.9
Initial Active Duty Training	1.1	1.5	2.0
Other Training Duty	1.0	0.6	0.6
Inactive Duty Training	25.7	26.5	26.9

Notes:
1. Figures are estimates.
Source: The Reserve components.
Data as of September 30, 1996.

The Army National Guard was short of training funds for short notice requests for Active component operational tempo (OPTEMPO) relief both CONUS and OCONUS, and the Air National Guard was short of funds to train some of its medical personnel.

Support of Active Component Missions and Contingency Operations

Reserve component readiness is a function of resourcing. Unfunded contingencies impact readiness. The Services do not request funds in the budget for reserve or active duty forces in support of contingency operations. The Reserve components do not internally program contingency operation funds or utilize training funds to perform contingency operations. However, all the Reserve components budget for training in support of wartime missions. Most of the Reserve components differ slightly on how they fund voluntary and involuntary activated Reservists. Whether voluntarily or involuntarily mobilized, Army National Guardsmen are currently funded from the Active component budget utilizing Temporary Tours of Active Duty (TTAD) and Presidential Selected Reserve Call-up (PSRC). An Army reservist involuntarily activated in support of a contingency operation is funded under Title 10 (PSRC or Partial and Full Mobilization). Volunteer reservists may be funded using TTAD funds. In the Naval Reserve, minor contingencies are funded out of the operating accounts. Major contingencies are funded by congressionally approved reprogramming action or supplemental funding. Marine Corps Reserve contingency operations are funded by the Military Personnel Marine Corps (MPMC) account for pay/allowances; and, operation and maintenance, Marine Corps (O&M,MC) account for travel and per diem expenses. The Active component fully integrates the Air National Guard and Air Force Reserve in contingencies and funds the contingency operations from active duty Appropriations. Coast Guard Reserve members have been fully integrated into the active Coast Guard. As such, response to contingency operations cannot be identified as specifically a Reserve component mission. On frequent occasions when Coast Guard Reservists are required to supplement the active Coast Guard, they are funded from the Coast Guard's Operating Expense (OE) appropriation. The Coast Guard Reserve is resourced to assist the Coast Guard in meeting both its DoD directed military readiness surge responsibilities and peacetime service unique surge requirements.

Support of Active component missions and contingency operations continues to be a priority for the Reserve components. Special requirement funding to support Active component missions are listed in Table 2-4.

Active and Reserve Component Comparisons

Tables 2-5 through 2-11 contain data that reflects a cost comparison between Active and Reserve component force elements. This comparison is based on direct unit costs. Direct unit costs are the total resources required to own and operate primary force elements in peacetime. (Reserve unit costs are essentially identical with Active unit costs when mobilized and performing the same mission). The units of primary interest in these force costing tables are the battalion, wings, squadrons, and naval combatants. The direct unit cost calculations take into account the costs of personnel assigned to units, the day-to-day expenses of operating the force, and the long-term average costs of replacing and upgrading unit equipment. Direct unit costs are driven by manning, equipping, and training policies or operating tempo. Differences in these "cost drivers" explain the main differences in direct unit costs between units in the Active and Reserve components and provide a basis for estimating the direct funding impacts of different force sizes. Unit operating tempo and manning decisions are affected by desired readiness levels and by the experience level of unit personnel. Consistency in cost comparisons is important, but difficult to achieve, given the multiplicity of data-gathering systems and models in use throughout the Department

of Defense. The first step in attaining some degree of uniformity is to establish a common set of cost elements to be considered, recognizing that all elements are not relevant to all kinds of units. A description of direct unit costs for Reserve and Active component units performing the same mission and the basic cost element included in this unit costing are as follows:

- *Unit Manpower costs:* pay and allowances; accrual for retirement pay.
- *Unit Operating costs:* fuel and other petroleum, oil, and lubricants (POL); replenishment parts; consumable parts and supplies; unit-funded transportation to training; consumables such as ammunition and tactical missiles; unit funded contract services; and, other source of intermediate maintenance.
- *Equipment-related costs:* replacement of mission equipment; major overhauls of primary mission equipment funded on a unit basis; modifications; and, replacement of support equipment.

Future Issues

At this time there is no anticipated impact on Reserve readiness for the first MRC. The Reserve component funding trend, in units that will be used first in contingencies for Fiscal Year 1997 and beyond, is increasing at approximately the anticipated rate of inflation. However, units projected to be used later in contingencies have serious funding and readiness challenges. The Army Reserve is the prime example of funding levels that are seriously short $85 million dollars of requirements for the second MRC. If additional funding is not provided, readiness in the Army Reserve could be affected.

Table 2-4
SPECIAL REQUIREMENTS TO SUPPORT ACTIVE COMPONENT MISSIONS
(Dollars in Millions)

Service	FY 1995	FY 1996	FY 1997[1]
Army National Guard (Active Duty for Special Work/ADSW)	5.0	5.6	4.0
Army (Temporary Tour Active Duty/TTAD)	28.4	4.4	0.0
Army Reserve (Active Duty for Special Work/ADSW)	0.0	0.0	0.0
Navy (Military Personnel Navy/MPN ADSW)	11.8	16.1	16.9
Marine Corps (Active Duty for Special Work/ADSW)	17.5	25.6	10.6
Air National Guard (Military Personnel Account/MPA)	51.3	96.7	82.1
Air Force Reserve (Military Personnel Account/MPA)	49.2	53.5	54.8
Total	163.2	201.9	168.4

Notes:
1. Figures are estimates.
2. ARNG ADSW is used for duration command and staff personnel in support of ARNG-led AC exercises and operations.
Source: The Reserve components.
Data as of September 30, 1996.

Table 2-5
NAVY GUIDED MISSILE FRIGATE (FFG 7) DIRECT UNIT COSTS
(C3/ALO-3)
(Dollars in Millions)

	Active		Reserve	
	FY 1996	FY 1995	FY 1996	FY 1995
Manning				
Active Officer	16	16	9	9
Active Enlisted	198	194	77	73
TAR Officer			5	5
TAR Enlisted			71	71
SelRes Officer			4	2
SelRes Enlisted		4	46	54
Total	214	214	212	214
Operating Tempo Cost	2,700 hrs/yr (27 days/qtr)	2,700 hrs/yr (27 days/qtr)	1,350 hrs/yr (18 days/qtr)	1,350 hrs/yr (18 days/qtr)
Manpower 7.5	7.2	5.6	5.5	
Operations				
Fuel 1.5	1.3	0.5	0.5	
Materials	0.5	0.5	0.4	0.4
Purchased Services	0.3	0.4	0.4	0.4
Repair Parts	1.1	1.2	0.6	0.8
Subtotal	3.4	3.4	1.9	2.1
Annual Recurring	10.9	10.6	7.5	7.6
Equipment-Related				
Overhauls/Availabilities	3.9	3.6	2.3	4.0
Emergent Repairs	0.7	0.6	1.5	0.7
Intermediate Maintenance	0.3	0.7	0.5	0.7
Subtotal	4.9	4.9	4.3	5.4
Long-Term Average Unit Cost	15.8	15.5	11.8	13.0

Source: U.S. Navy.
Data as of September 30, 1996.

Table 2-6
NAVY F/A-18 DIRECT UNIT COSTS
(C3) NAVY (Unless otherwise noted)
(Dollars in Millions)

	Active		Reserve (Navy F-18)	
	FY 1996	FY 1995	FY 1996	FY 1995
Aircraft per Squadron	12	12		
Total Flying Hours	4,634	4,678		
Manning				
Active Officers	24	24		
Active Enlisted	180	180	8	6
TAR/AR Officers			5	5
TAR/AR Enlisted			108	120
Drill Officers			22	22
Drill Enlisted			112	131
Total	204	208	255	284
		Cost		
		(Millions — FY 95/96 Dollars)		
Manpower				
Active Military	7.5	7.8	0.2	0.2
Reserve Military			5.3	5.7
Subtotal	7.5	7.8	5.5	5.9
Unit Operations				
Fuel (POL)	3.7	4.1	2.5	2.6
Consumable Supplies	10.3	9.2	5.9	6.5
Training (munitions)	0.0	0.0	2.9	3.0
Subtotal	14.0	13.3	11.3	12.1
Annual Recurring	21.5	21.1	16.8	18.0
Equipment Related				
Modifications/Overhaul	0.375	0.375	12.9	3.1
Replacement				
Support Equipment			3.7	7.0
Primary Equipment				
Aircraft			3,638.4	3,183.6
Attrition Aircraft			265.3	985.4
Subtotal			3,920.3	4,179.1
Long-Term Average Unit Cost	21.875	21.475		

Source: U.S. Navy.
Data as of September 30, 1996.

Table 2-7
NAVY P-3C DIRECT UNIT COSTS (C3)
(Dollars in Millions)

	Active		Reserve	
	FY 1996	**FY 1995**	**FY 1996**	**FY 1995**
Aircraft per Squadron	9	9		
Total Flying Hours	6,088	6,371		
Manning				
Active Officers	70	68	1	1
Active Enlisted	297	297	1	0
TAR/AR Officers			6	7
TAR/AR Enlisted			109	110
Drill Officers			63	68
Drill Enlisted			153	171
Total	367	365	333	357
		Cost (Millions — FY 95/96 Dollars)		
Manpower				
Active Military	14.3	13.5	0.1	0.1
Reserve Military			6.2	6.3
Subtotal	14.3	13.5	6.3	6.4
Unit Operations				
Fuel (POL)	3.3	3.8	1.4	1.4
Consumable Supplies	8.9	7.8	3.4	2.7
Training (munitions)	0.0	0.0	1.5	1.5
Subtotal	12.2	12.6	6.3	5.6
Annual Recurring	26.5	26.1	12.6	12.0
Equipment Related				
Modifications/Overhaul	1.1	1.1	23.0	22.3
Replacement				
Support Equipment			8.8	4.5
Primary Equipment				
Aircraft			n/a	n/a
Attrition Aircraft			260.0	260.0
Subtotal				
Long-Term Average Unit Cost	27.6	27.2		

Source: U.S. Navy.
Data as of September 30, 1996.

Table 2-8
F/A-18 DIRECT UNIT COSTS (C3)
MARINE CORPS
(Dollars in Millions)

	Active		Reserve (Navy F-18)	
	FY 1996	FY 1995	FY 1996	FY 1995
Aircraft per Squadron	12	12	12	12
Total Flying Hours	5,075	4,929	2,821	3,026
Manning				
Active Officers	19	19	3	3
Active Enlisted	120	121	91	91
TAR/AR Officers			3	3
TAR/AR Enlisted			28	29
Drill Officers			17	17
Drill Enlisted			69	68
Total	139	140	201	201
	Cost (Millions — FY 95/96 Dollars)			
Manpower				
Active Military	7.2	7.6		
Reserve Military			4.8	5.2
Subtotal	7.2	7.6	4.8	5.2
Unit Operations				
Fuel (POL)	3.9	3.9	2.1	2.4
Consumable Supplies	15.1	15.1	15.1	15.1
Training (munitions)[1]				
Subtotal	19.0	19.0	17.2	17.5
Annual Recurring	26.2	26.6	22.0	22.7
Equipment Related				
Modifications/Overhauls[2]				
Replacement				
Support Equipment[3]				
Primary Equipment				
Aircraft[4]				
Attrition Aircraft[5]				
Subtotal				
Long-Term Average Unit Cost				

Notes:
1. Training munitions are not tracked by squadron. 2nd MAW cost is $2.9 million, and 4th MAW cost is $1.0 million.
2. Modifications/overhauls are tracked for the entire Marine Corps. The cost for FY96 is $81.3 million.
3. The Active component decommissioned two F/A-18 squadrons. Spares and support equipment redistributed; therefore, no cost.
4. FY96 replacement cost for F/A-18 aircraft is $44 million per aircraft.
5. Attrition is tracked separately by the Active component and the Reserve component.

Source: U.S. Marine Corps.
Data as of September 30, 1996.

Table 2-9
MARINE CORPS INFANTRY BATTALION DIRECT UNIT COSTS
(Dollars in Millions)

	Active				Reserve			
	Marine Corps		Navy		Marine Corps		Navy	
	FY 95	FY 96	FY 95	FY 96	FY 95	FY 96	FY 95	FY 96
Manning								
Active Officer	40	38	3	3	6	6		
Active Enlisted	775	767	59	59	34	33		5
AR Officer					1	1		
TAR Officer								
AR Enlisted					14	20		
TAR Enlisted								
SELRES Officer					40	40	3	
SELRES Enlisted					775	749	59	
Total	815	805	62	62	870	849	62	5
Manpower	28.6	24.4			5.2	5.4		
Unit Operations	10.2	0.38			6.1	0.45		
Annual Recurring	38.8	24.78			11.3	5.85		
Equipment Related	0.7	0.1			0.7	0.8		
Long-Term Average Unit Cost	39.5	24.88			12.0	6.65		

Source: U.S. Marine Corps.
Data as of September 30, 1996.

Table 2-10
F-16C/D DIRECT UNIT COSTS
(Dollars in Millions)

	Active		Reserve			
			Air Force Reserve		Air National Guard	
	FY 95	FY 96	FY 95	FY 96	FY 95	FY 96
Aircraft per Squadron	18	18	15	15	15	15
Total Flying Hours	6,426	6,426	3,720	3,720	3,996	3,996
Manning						
Active Officers	40	41			4	4
Active Enlisted	572	577			36	36
Drill Officers			59	59	36	36
Drill Enlisted			480	480	411	411
Civilians	15	14	213	213	196	196
Total	627[1]	632	752	752	683	683
			Cost			
Manpower						
Active Military	21.7	23.7			2.1	1.9
Reserve Military			4.5	4.7	2.8	2.4
Civilian	0.06	0.07	9.5	9.6	11.5	8.9
Subtotal	22.3	23.8	14.0	14.3	16.4	13.2
Unit Operations						
Fuel	4.1	4.3	2.3	2.4	2.5	2.6
Consumable Supplies	1.7	1.5	1.1	1.0	1.0	1.0
Recoverable	7.0	8.6	2.7	5.0	2.2	3.5
Training (munitions)	1.1	1.1	0.6	0.6	0.5	0.7
Subtotal	13.9	15.5	6.7	9.0	6.2	7.8
Annual Recurring Total	36.2	39.3	20.7	22.3	22.6	21.0
Equipment Related						
Modifications/Overhauls	0.8	1.3	0.5	0.5	0.8	1.0
Replacement						
Support Equipment	0.7	0.0	0.6	0.6	0.5	0.6
Primary Equipment						
Aircraft	39.2	14.6				
Attrition Aircraft	3.5	2.9				
Subtotal	44.2	18.8	1.1	1.1	1.3	1.6
Long-Term Average Unit Cost	80.4[1]	58.1	21.8	23.4	23.9	22.6

Note:
1. Flying operations squadron only.

Source: SAF/FMCC, NGB/XOPI and AF/REI.
Data as of September 30, 1996.

Table 2-11
KC-135R DIRECT UNIT COSTS
(Dollars in Millions)

	Active		Reserve			
			Air Force Reserve		Air National Guard	
	FY 95	FY 96	FY 95	FY 96	FY 95	FY 96
Aircraft per Squadron	12	12	10	10	10	10
Total Flying Hours	3,672	3,672	3,020	3,310	2,976	2,976
Manning						
Active Officers	51	51			8	4
Active Enlisted	257	259			32	32
Drill Officers			84	84	60	60
Drill Enlisted			438	438	318	318
Civilians	7	7	173	173	202	202
Total	315	317	695	695	620	616
			Cost			
Manpower						
Active Military	12.3	13.2			2.3	1.7
Reserve Military			4.1	4.3	2.7	2.3
Civilian	0.3	0.4	7.7	7.8	10.0	9.2
Subtotal	12.6	13.6	11.8	12.1	15.0	13.2
Unit Operations						
Fuel	4.7	5.1	3.7	3.7	4.5	4.2
Consumable Supplies	0.8	0.8	0.8	0.8	0.9	0.8
Recoverable	2.5	2.0	1.8	1.3	1.9	0.7
Subtotal	8.0	7.9	6.3	5.8	7.3	5.7
Annual Recurring Total	20.6	21.5	18.1	17.9	22.3	18.9
Equipment Related						
Modifications/Overhauls	2.4	2.1	2.3	2.3	0.6	1.7
Replacement						
Support Equipment	0.3	0.0	0.4	0.2	0.6	0.2
Primary Equipment						
Aircraft	9.0	25.1				
Attrition Aircraft	0.3	0.3				
Subtotal	12.0	27.5	2.7	2.5	1.2	1.9
Long-Term Average Unit Cost	32.6[1]	49.0[1]	20.8	20.4	23.5	20.8

Note:
1. Flying operations squadron only.
Source: SAF/FMCC, NGB/XOPI, and AF/REI.
Data as of September 30, 1996.


TILSON
U.S. ARMY

Manpower, Personnel, and Force Structure

3

"The nature of modern warfare demands that we fight as a joint team. This was important yesterday, it is essential today, and it will be even more imperative tomorrow."

General John M. Shalikashvili
Chairman of the Joint Chiefs of Staff

Introduction

The Army has reduced combat divisions, the Navy has reduced ships and aircraft squadrons, and the Air Force has reduced fighter wings. These reductions are taking this nation back towards its traditional reliance on Guard and Reserve forces. Determining the potential threats to our nation's security and the proper balance of Active and Reserve component forces are the main challenges facing the Total Force. Both the Active and Reserve components continue to draw down in their personnel strengths. Even with the overall numbers of personnel serving in the Reserve components decreasing, the requirement for successful, sustained recruiting and retention continues.

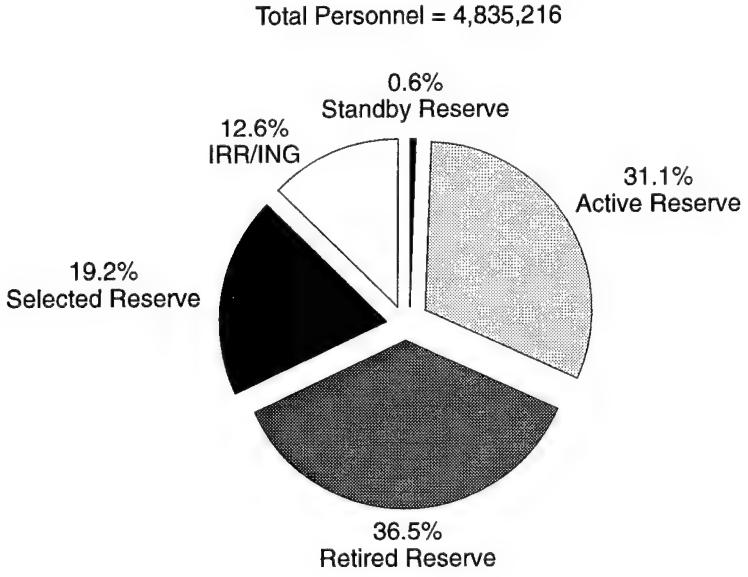
Ultimately, the keys to sustaining the interest of our citizen-soldiers, -Sailors, -airmen, -Marines, and -Coast Guard members rests with family, community, employer support, equitable compensation, benefits, and equal opportunity. The Montgomery GI Bill, family support programs, legislation such as ROPMA and medical and dental readiness contribute to a strong Reserve. Equal opportunity and zero tolerance for sexual harassment must be the norm for all members of the Guard and Reserve.

Total Military Mobilization Personnel

Chart 3-1 provides the percentage of military personnel, by category, available for mobilization.

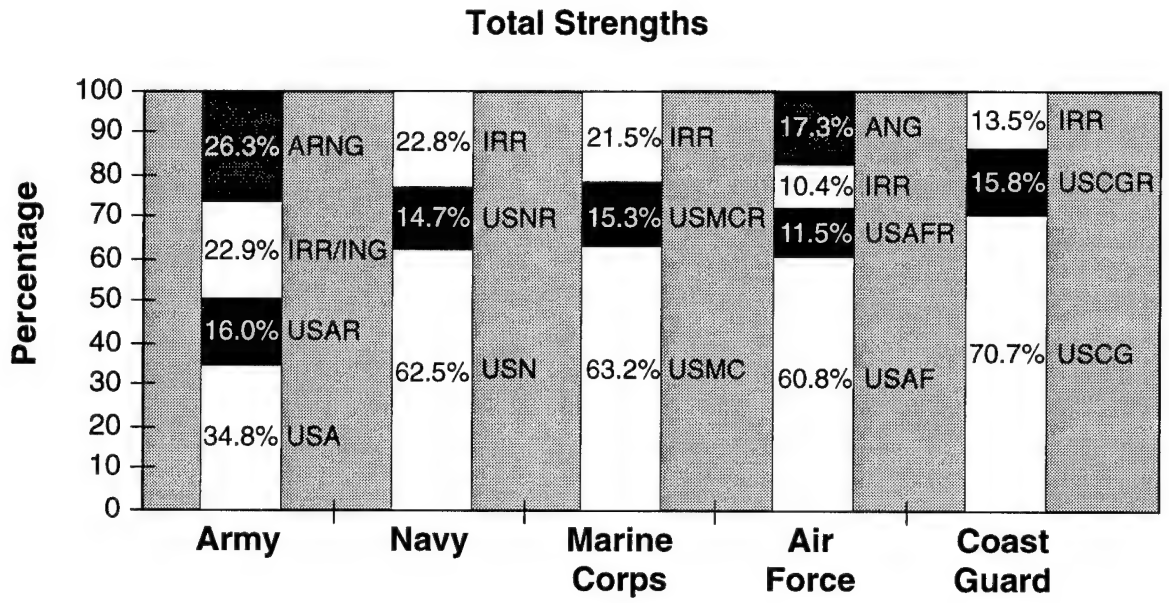
Based on the Reserve components performance since Operations DESERT SHIELD/STORM and continued superb performance during Operation JOINT ENDEAVOR, the Reserve components are capable of assuming a wider range of missions during the 1997 Quadrennial Defense Review. The continued high operational tempo coupled with programmed force structure reductions presents an opportunity for greater Reserve

Chart 3-1
TOTAL MILITARY MOBILIZATION MANPOWER



Note:
1. Does not include disabled retirees.
Source: Office of the Assistant Secretary of Defense for Reserve Affairs.
Data as of September 30, 1996.

Table 3-1
CONTRIBUTORS IN THE TOTAL MILITARY FORCE



Note: Excludes civilian employees, Standby Reserves, and retirees.
Source: Assistant Secretary of Defense for Reserve Affairs and the Coast Guard Reserve.
Data as of September 30, 1996.

component participation. Table 3-1 shows the relationship by percentage and Service of the contributions of the Active and Reserve components to the total military force.

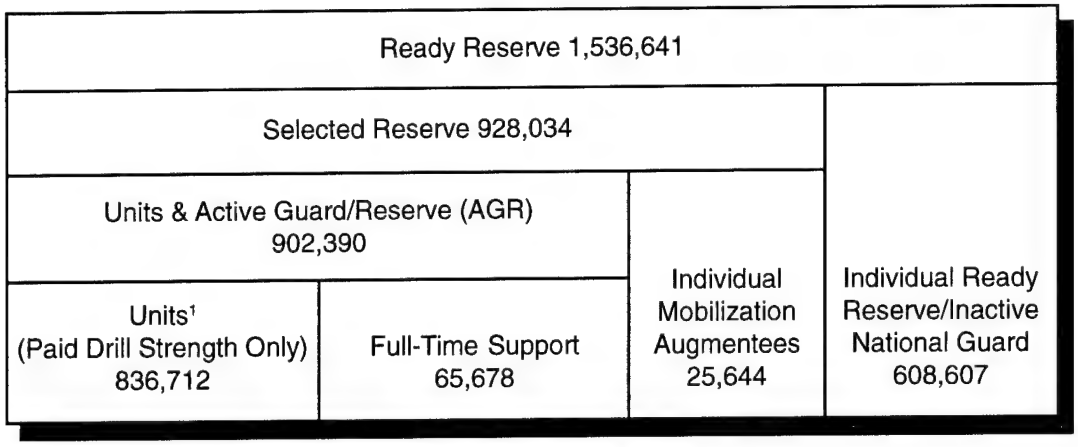
Composition of the Reserve Components

There are seven Reserve components: the Army National Guard, Army Reserve, Naval Reserve, Marine Corps Reserve, Air National Guard, Air Force Reserve, and Coast Guard Reserve. Within the Reserve components, personnel serve in one of three manpower management categories: Ready Reserve, Standby Reserve, and Retired Reserve. There is no Standby Reserve in the Army National Guard or Air National Guard. The Ready Reserve is made up of three subgroups: the Selected Reserve, the Individual Ready Reserve (IRR), and the Inactive National Guard (ING). There is no IRR or ING in the Air National Guard. The Selected Reserve consists of Reserve unit members, to include those in training, Individual Mobilization Augmentee (IMA) members, as well as Full-Time Support (FTS) personnel. Table 3-2 shows the composition of the Ready Reserve.

Selected Reserve

The Selected Reserve is made up of individuals and units within the Ready Reserve who are essential to wartime missions. As such, the Selected Reserve is given priority status over the Inactive Guard/Reserves in terms of training and equipping. Table 3-3 depicts the actual assigned end strength for each Selected Reserve for Fiscal Year 1996. The Selected Reserve authorized end strength for the Reserves declined in Fiscal Year 1996, with the exception of the Marine Corps Reserve and the Coast Guard Reserve. The Selected Reserve also includes members of the FTS and IMA programs.

Table 3-2
COMPOSITION OF THE READY RESERVE



Note:
1. Includes training pipeline.
Sources: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve components.
Data as of September 30, 1996.

Standby Reserve

The Standby Reserve is made up of personnel who maintain their military affiliation without being in the Ready Reserve who are designated key civilian employees, or individuals who have a temporary disability or hardship. They are not members of the Ready Reserve. Members of the Standby Reserve can be ordered to active duty without their consent in time of war or national emergency when it is determined that there are not enough available Reservists in the Ready Reserve or the Inactive National Guard to meet requirements. Table 3-4 depicts the strength of the Standby Reserve for Fiscal Year 1996.

Table 3-3
SELECTED RESERVE AUTHORIZED/ASSIGNED END STRENGTHS

	FY 1995			FY 1996			FY 1997
Component	**Authorized**	**Assigned**	**Fill Rate**	**Authorized**	**Assigned**	**Fill Rate**	**Authorized**
Army National Guard	400,000	374,930	93.7 %	373,000	369,975	99.2 %	366,758
Army Reserve	242,000	241,300	99.7 %	230,000	226,211	98.4 %	215,179
Navy Reserve	102,960	100,597	97.7 %	98,894	97,956	99.1 %	96,304
Marine Corps Reserve	42,000	40,933	97.5 %	42,274	42,077	99.5 %	42,000
Air National Guard	115,581	109,825	95.0 %	112,707	110,484	98.0 %	109,178
Air Force Reserve	78,706	78,267	99.4 %	73,969	73,668	99.6 %	73,311
Coast Guard Reserve	8,000	7,340	91.8 %	8,000	7,663	95.8 %	8,000
Total	989,247	953,192	96.4 %	938,844	928,034	98.8 %	910,730

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.
Data as of September 30, 1996.

Table 3-4
STANDBY RESERVE

	FY 1995	FY 1996	% Change
Active			
DoD	3,157	3,431	+ 8.7 %
USCGR	2	1	- 50.0 %
Inactive			
DoD	22,347	24,128	+ 8.0 %
USCGR	270	186	- 31.1 %
Total	25,776	27,746	+ 7.6 %

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.
Data as of September 30, 1996.

Retired Reserve

The Retired Reserve consists of all officers and enlisted personnel who receive retired pay as a result of their active duty and/or reserve service, or who have qualified for retired pay at age 60 and have not yet reached that age. All retired members who have completed at least 20 years of active duty, Regular or Reserve, regardless of the retired list to which they are assigned, may be ordered to active duty by their Service Secretary under regulations prescribed by the Secretary of Defense.

Full-Time Support Personnel

FTS personnel are crucial to the success of the Reserve components. They are a force multiplier that allows the Reserve commander the opportunity to devote maximum time to training personnel. FTS personnel are responsible for performing the everyday administrative, logistical, and operational responsibilities within the Reserve components. Table 3-5 lists FTS strength by category for each Reserve component. There are four FTS categories:

- *Reservists on Full-Time Active Duty:* National Guard or Reserve personnel who are on active duty for the purpose of organizing, administering, recruiting, instructing, or training Reservists. Included in this category are:
  - AGR personnel serving in the Army National Guard, Army Reserve, and Air National Guard.
  - Naval Reserve Training and Administration of the Reserve (TAR).
  - Marine Corps Active Reserve (AR).
  - Air Force Reserve Statutory Tour personnel.
  - Coast Guard Reserve Program Administrator.
- *Military Technicians (MTs):* MTs are personnel who have dual status as drilling reservists and federal civilian employees. They provide needed skills to units which enable the commanders to devote maximum effort to training matters. The Army National Guard, Army Reserve, Air National Guard, and Air Force Reserve employ MTs.
- *Active Component:* Active component personnel are assigned or attached to Reserve component units to provide linkage between the Reserves and the Active components in the areas of administration, training and doctrine, and maintenance support. Within the Marine Corps Reserve, the Army National Guard, and the Army Reserve, Active component officers and enlisted personnel fill positions dedicated to support the training and readiness of the Reserve component. All FTS positions within the Coast Guard Reserve are filled by Active component personnel.
- *Civil Service:* Civil Service personnel provide Full-Time Support to the Reserve components. They do not occupy MT positions and are not required to be members of the Selected Reserve.

Table 3-5
FULL-TIME SUPPORT PERSONNEL STRENGTHS

	Army National Guard	Army Reserve	Naval Reserve	Marine Corps Reserve	Air National Guard	Air Force Reserve	DoD Total	Coast Guard Reserve	Total
AGR/TAR Personnel[1,2]									
Required	39,689	21,512	17,587	2,559	10,066	807	82,154	70	82,154
Authorized	23,390	11,575	17,587	2,559	10,066	628	65,805	70	65,875
Assigned	23,045	11,575	17,546	2,548	10,260	634	65,608	70	65,678
Military Technicians[2]									
Required	38,617	11,610	0	0	26,481	10,315	97,089	0	97,089
Authorized	25,500	6,630	0	0	22,906	9,802	64,838	0	64,838
Assigned	25,541	6,196	0	0	23,931	9,836	65,054	0	65,054
Active Component[3]									
Required	204	1,199	5,645	4,307	701	798	12,854	423	13,277
Authorized	204	1,236	5,645	4,549	701	724	13,053	353	13,406
Assigned	200	779	5,891	4,549	724	735	12,878	353	13,231
Civil Service									
Required	574	1,709	2,608	161	1,817	6,913	13,782	95	13,877
Authorized	574	1,409	2,608	161	1,817	5,968	12,537	92	12,629
Assigned	562	1,087	2,567	157	1,657	5,961	11,991	81	12,072
Totals									
Required	79,084	36,030	25,840	7,027	39,065	18,833	205,879	518	206,397
Authorized	49,668	20,850	25,840	7,269	35,490	17,122	156,239	515	156,754
Shortfall	29,416	15,180	0	–242	3,575	1,711	49,640	3	49,643
Percent Authorized of Required	62.8%	57.9%	100.0%	103.4%	90.8%	90.9%	75.9%	99.4%	75.9%
Assigned	49,348	19,637	26,004	7,254	36,572	17,166	155,981	504	156,485
FTS Authorizations as a Percent of Authorized End Strength	13.3%	9.1%	26.1%	17.2%	31.5%	23.1%	16.8%	6.4%	16.7%

Notes:
1. Includes AGR in the Army Reserve components, officers and enlisted on AGR and Statutory Tours in the Air Force Reserve components, TAR in the Naval Reserve, and AR in the Marine Corps Reserve.
2. Air National Guard AGR and MT positions can be filled by either status personnel. These ANG requirements are shown as Military Technician requirements. USAR includes SOF technicians.
3. Coast Guard AGR and Active component positions can be filled by either status personnel. These Coast Guard requirements are shown as Active component requirements.

Sources: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve components.
Data as of September 30, 1996.

Individual Mobilization Augmentee Program

The IMA program provides pre-trained individuals to augment Active component organizations, and other U.S. government agencies. As Active component strength is reduced, the IMA program attains greater importance in serving as a cost-effective means to retain critical skills and personnel to meet Active component requirements. Funding for the IMA program varies for each Service. Although neither the Army National Guard nor the Air National Guard have an IMA program, the IMA programs for the other Reserve components are very successful. Table 3-6 shows the number of IMAs assigned at the end of Fiscal Year 1996.

Table 3-6
INDIVIDUAL MOBILIZATION AUGMENTEES

	Officer			Enlisted			Total
Component[1]	Required	Authorized	Assigned	Required	Authorized	Assigned	Assigned Off & Enl
Army Reserve	11,340	8,238	8,227	4,194	2,262	2,227	10,464
Naval Reserve[2]	315	315	182	42	42	11	193
Marine Corps Reserve	2,065	1,594	1,594	2,142	1,127	1,127	2,721
Air Force Reserve	7,080	6,920	6,966	6,272	5,497	5,307	12,273
Coast Guard Reserve	9	9	5	0	0	0	5

Note:
1. Neither the Army National Guard nor the Air National Guard has an IMA program.
2. All Naval reservists assigned to IMA-type billets are Category A reservists (48 drills plus annual training).

Sources: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve components.
Data as of September 30, 1996.

Individual Ready Reserve/Inactive National Guard

The IRR and ING are manpower pools of pre-trained individuals who have already served in Active component units or in the Selected Reserve and have some part of their Military Service Obligation (MSO) remaining, or have re-enlisted. IRR and ING members are liable for activation without their consent for duty in times of war or national emergency. The declining numbers of personnel in the IRR and ING noted in past years continues. Table 3-7 depicts this downward trend. The shrinkage of this pool of personnel could have strategic implications. The overall numbers of personnel in this category must also be interpreted in terms of the skills available for future contingency operations. Depending on the situation, reconstitution and cross-leveling of the Active components from the IRR and ING could prove to be a more difficult challenge in the future.

Table 3-7
INDIVIDUAL READY RESERVE/ INACTIVE NATIONAL GUARD

	FY 1995	FY 1996	% Change
IRR	688,754	603,315	- 12.4 %
ING	6,442	5,292	- 17.9 %
	695,196	608,607	- 12.5 %

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.
Data as of September 30, 1996.

Strength Management Programs

Recruiting and Retention

In Fiscal Year 1996, some of the Reserve components fell short of their recruiting missions. A close look at Table 3-8 indicates that half of the Reserve components did not achieve their enlisted recruiting objectives, however, when officer accessions are counted, most of the Reserve components achieved their "total" objective. The Reserve components differ slightly as to what attracts and retains personnel in their respective Services.

The Army National Guard and the Army Reserve came very close to achieving their recruiting objectives in Fiscal Year 1996. The Army National Guard achieved 98 percent of their enlisted objective and the Army Reserve achieved 92 percent. Monetary compensation is still considered important in attracting and retaining soldiers. An Army Reserve survey indicated that extra money was very important to 51.4 percent of a sample of serving reservists, somewhat important to 41.5 percent, and not at all important to 7.0 percent.

Although the Naval Reserve exceeded their recruiting goals, recruiting and retaining professional and trade skilled individuals has become more difficult as Reservists compare their "drill weekend earnings" with same period civilian earning potential. Military pay has evolved to where it is no longer a primary factor in the recruiting and retention of qualified personnel. Benefits such as retirement and Montgomery GI Bill have become the foremost recruiting and retention factors. The Marine Corps Reserve achieved their recruiting missions in Fiscal Year 1996.

For the Air National Guard the impact on recruiting and retention is geographic — a positive impact in the low cost living areas (southeast, midwest) and a negative impact in the higher cost areas and metropolitan areas. The Air National Guard met their targeted recruiting goals for Fiscal Year 1996, however, official data shows that the Air National Guard fell short. This was caused when an additional 2,424 Guard positions were mistakenly added to support 15 vice 12 F-16 aircraft per squadron. Instead of gaining then losing 2,424 assets, policy was to maintain the force at the required level.

Although the Air Force Reserve exceeded their enlisted recruiting goals in Fiscal Year 1996, factors such as family security, longer separations, and employer support have challenged the ability to attract and retain qualified personnel.

In general, the Coast Guard Reserve was able to meet its officer and warrant officer requirements, but experienced a shortfall in its enlisted force. This shortfall was the result of a strong economy, whereas fewer people were looking for a demanding second career and, for the past few years, the emphasis on reducing the force, not obtaining new members.

In addition to the intangible benefit of service to one's country, the pay and benefits offered today still attract men and women. The Active and Reserve component drawdowns originally assisted the recruiters, but with the drawdown nearly completed, the recruiting organizations have had to refocus their attention. However, to assist recruiting and retention there are a number of areas that need to be considered. For example, as the cost of college tuition continues to rise, increasing educational benefits is a viable tool. Other recommendations include: unlimited commissary privileges; increase bonuses in critical skills; and, out-of-pocket expenses directly attributable to Reserve duty should be tax deductible.

Attrition

All the Reserve components have a higher prior service recruiting mission than non-prior service recruiting mission, with the exception of the Marine Corps Reserve. Prior service attrition is normally twice the rate of non-prior service

Table 3-8
RESERVE COMPONENT ACCESSIONS

Component	Officer[1]		Enlisted[2]			Total
	Prior Service	Non-prior Service	Prior Service	Non-prior Service	Enlistment Objective	
Army National Guard	2,929	197	36,933	23,511	61,798	63,570
Army Reserve	5,670	181	31,536	18,337	50,179	55,724
Naval Reserve	3,527	109	18,947	2,523	16,411	25,106
Marine Corps Reserve	1,468	0	4,860	6,238	10,388	12,566
Air National Guard	807	31	6,824	3,158	11,000	10,820
Air Force Reserve	1,722	92	5,676	804	6,070	8,294
Coast Guard Reserve	269	8	1,195	185	1,155	1,657

Notes:
1. Fiscal Year 1996 DMDC G1 Report.
2. OASD/FMP (MPP) Accession Policy Directorate.

Source: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve Components.
Data as of September 30, 1996.

attrition. There are many reasons for Reserve component attrition. To stem attrition, affiliation bonuses are widely used and attrition targets are set for each command. The main reasons for E-1 through E-5 attrition are: discharge at expiration of obligated service; personal request based on family, employment, or school conflicts; and, transfer to Active component. The primary reasons for attrition in grades 0-1 through 0-3 are: conflict between the demands of the family and civilian career, and, the demands of being a Guard or Reserve officer. Table 3-9 lists the attrition rates for grades E-1 through E-5 and 0-1 through 0-3.

Table 3-9
ATTRITION RATES

Component	FY 1995		FY 1996	
	E1 - E5	O1 - O3	E1 - E5	O1 - O3
Army National Guard	24 %	12 %	21 %	12 %
Army Reserve	35 %	19 %	37 %	18 %
Naval Reserve	32 %	15 %	36 %	15 %
Marine Corps Reserve	23 %	23 %	27 %	32 %
Air National Guard	11 %	5 %	12 %	5 %
Air Force Reserve	19 %	9 %	23 %	11 %
Coast Guard Reserve	19 %	12 %	23 %	13 %

Sources: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve components.
Data as of September 30, 1996.

Medical Strengths

Table 3-10 lists Selected Reserve medical strengths by specialty and reveals some personnel shortfalls. There are several reasons for these personnel shortfalls. Military compensation is often not competitive with civilian compensation. For example, many physicians and specialized nurses who desire extra money can make more working an extra 16 hours in the private sector vice 16 hours drilling with the Reserve component. For some health care professionals, the fear of mobilization is a deterrent to serving in the Reserve components. Specifically, loss of income

Table 3-10
SELECTED RESERVE MEDICAL STRENGTHS

	Army National Guard		Army Reserve		Naval Reserve		Air National Guard		Air Force Reserve	
	Authorized	Assigned	Authorized	Assigned	Authorized	Assigned	Authorized	Assigned	Authorized	Assigned
Physicians										
General Surgeon	174	66	416	433	187	121	7	24	74	60
Anesthesiologist	30	30	181	238	178	86	0	16	23	45
Orthoped. Surgeon	81	17	281	169	142	57	0	8	28	31
All other Physician	870	502	2,638	1,240	1,348	1,077	515	383	595	496
Dentists										
Oral Surgeons	20	11	74	47	141	31	0	1	21	27
All Other Dentists	235	254	705	619	600	329	188	160	179	198
Veterinarians	30	27	160	158	0	0	0	0	0	0
Med. Service										
Clinical/non-admin	391	471	1,008	1,021	320	184	172	141	269	270
Administrative	829	657	1,565	1,304	477	432	255	258	582	611
Med. Specialist										
Physician Assistant	478	330	124	29	41	57	93	46	64	79
All Others	20	26	490	315	82	53	0	0	54	60
Nurses										
Nurse Anesthetist	183	53	713	468	146	93	0	1	85	83
O/R Nurse	195	88	811	852	323	157	0	12	124	222
All Other Nurses	1,418	990	5,787	5,066	2,168	1,724	824	803	2,309	2,257
Non-specific Med.	1,798	1,701	83	42	38	0	728	587	1,071	1,118
Total Officers	6,752	5,223	15,036	12,001	6,191	4,401	2,782	2,440	5,478	5,557
Enlisted										
LPN	1,400	733	5,952	3,836	0	0	0	0	0	0
All Other Enlisted	19,752	17,662	21,361	23,407	13,383	8,215	4,996	3,967	7,488	6,274
Total Enlisted	21,152	18,395	27,313	27,243	13,383	8,215	4,996	3,067	7,488	6,274
Total Officer and Enlisted	27,907	23,618	42,349	39,244	19,574	12,616	7,778	6,407	12,966	11,831

Source: DMDC Health Manpower Personnel Data System.
Data as of September 30, 1996.

and professional practice are major obstacles to the recruitment and retention of medical personnel. Mobilization income insurance, which took effect on October 1, 1996, should have a positive impact in this area.

Military Personnel Policies and Programs

Reserve Officer Personnel Management Act

The enactment of ROPMA, which took effect October 1, 1996, is the first comprehensive overhaul of Reserve officer personnel management statutes since the enactment of the Reserve Officer Personnel Act of 1954. ROPMA revises the laws which govern the appointment, promotion, separation, and transfer to the retired status of Reserve commissioned officers (excluding warrant officers) of all the Reserve components, with the exception of the Coast Guard. ROPMA provides the flexibility necessary in the management of the Reserve officer force while providing viable career opportunities to individuals. ROPMA, to a significant extent, parallels the rules for Active component officers covered under the Defense Officer Personnel Management Act (DOPMA). This legislation will assist in providing a desirable consistency in management of the total officer force.

The Goldwater-Nichols Department of Defense Reorganization Act of 1986 (Public Law 99-433) established a system of personnel management and Professional Military Education to enable military officers to function more effectively in a joint environment. Section 666 of Title 10 states briefly: "The Secretary of Defense shall establish personnel policies emphasizing education and experience in joint matters for Reserve officers not on the active-duty list. Such policies shall, to the extent practicable for the Reserve components, be similar to the policies provided by this chapter." As Reserve officers occupy an increasing number of billets in joint organizations, it was time to develop a personnel management policy that would benefit the Total Force. In August 1996, the Assistant Secretary of Defense for Reserve Affairs announced the formation of a working group to initiate discussions and gather input to a draft DoD Directive governing Reserve component joint officer management. Formal staffing of this directive will be accomplished during 1997.

Family Support

The Reserve components have been working on improving family support and applying the lessons learned from Operations DESERT SHIELD/DESERT STORM. However, some of the information submitted indicates a reversal of some of the previous progress made, or, there are no statistics available to verify the progress made.

The Army National Guard utilizes family support groups. The Army Reserve continued its Army Family Team Building (AFTB) program and the Family Program Academies (FPAs). Reserve family members volunteer as AFTB and FPA instructors. Verification of Family Care Plans (FCPs) are conducted during mobilization exercises, alerts, annual training, and other unit activities. Statistics are not maintained for the FCP.

The Naval Reserve is creating a comprehensive umbrella of support for Naval reservists on active duty at remote sites and for families of mobilized individuals. This program will include increasing the geographical areas which Family Service Centers serve, adding administrative readiness into the mobilization readiness equation and purchasing new mobilization readiness books and folders for families. The Naval Reserve has no data which reflects the percentage of its personnel that have completed family mobilization care plans.

In Fiscal Year 1996, Marine Corps Reserve funds were made available for the first time to reimburse "key volunteers" for miscellaneous expenses to include invitational travel orders. This allowed the key volunteers to hold planning and coordination meetings to better serve their units. Key volunteers are adult family members of

service personnel who have volunteered to serve as the unit's family coordinator when their respective unit is mobilized and deployed.

In Fiscal Year 1996, the Air Force Reserve provided 9,376 family briefings, 4,507 reunion activities, and 430 cases of family assistance during deployments. In Fiscal Year 1996, 65 percent of unit members completed family mobilization plans. This compares to an 87 percent completion for Fiscal Year 1995. Increased operating tempo and Reserve commitments, accessibility to Reservists, new accessions, force drawdowns, personal situations, and family demographics contributed to the difference

The Coast Guard Reserve does not presently operate a formal family mobilization care program. Since the majority of Coast Guard Reservists are assigned directly to active duty commands, it is the responsibility of those commands to provide family support in the event of mobilization. When mobilized, Reservist families have full access to the Coast Guard's Work-Life program, which includes contract counseling services, dependent assistance programs, and wellness information.

Employer Support

The National Committee for Employer Support of the Guard and Reserve (NCESGR) is an agency within the Office of the Assistant Secretary of Defense, Reserve Affairs, that promotes cooperation and understanding between Reserve component members and their civilian employers. Today the National Guard and Reserve comprise approximately 52 percent of our nation's defense forces.

During the Cold War, demands on Reservists were predictable or of limited duration. Employers could plan accordingly — one weekend per month, two weeks in the summer. In the post-Cold War, the Reserve components are assuming increasing and changing roles and missions in the Total Force. As a result, the demands for some Reservists are greater and less predictable. Of greatest concern to employers are the duration and frequency of the deployments. These changes translate into longer absences from civilian jobs by many Reservists. Additionally, employers are concerned about the unpredictability and frequency of "voluntary" extended duty. However, employers are legally obligated to grant Reservists a military leave of absence when requested.

In a sense, much of the "peace dividend" resulting from the lower defense budgets will be paid by employers of members of the Guard and Reserve. The importance of retaining the support of employers is key to the future success of retention and recruiting efforts of Reserve component unit commanders. NCESGR continues to execute numerous programs to strengthen the partnership between employers and Reservists.

During Fiscal Year 1996, NCESGR fully supported the mobilization of Reservists for Operation JOINT ENDEAVOR. Volunteers from NCESGR visited mobilized unit personnel to brief them on their rights and provided "My Boss is a Patriot" nomination forms to Service members, encouraging Reservists to submit them for deserving employers. As of October 1, 1996, the Ready Reserve Mobilization Income Insurance Program allows individual Reservists the chance to purchase up to $5000 per month of mobilization insurance. This insurance is designed to supplement their military earnings and compensate for some of the difference between their military and civilian pay, in the event they are involuntarily called to active federal service.

Additionally, NCESGR identified and elevated tuition reimbursement problems for Reserve college students to the Office of the Assistant Secretary of Defense for Reserve Affairs, who in turn, contacted the Service members college or university administrator to intercede for members experiencing problems related to course credit, tuition fees, or enrollment in a program of study, as a result of being called to active duty.

Montgomery GI Bill

The Montgomery GI Bill-Selected Reserve plays an important part in the recruiting and retention efforts for the Reserve components. Since the implementation of the program in 1985, 1,107,422 members of the Selected Reserve have attained eligibility for the entitlement, and 396,931 have received benefits. At the end of Fiscal Year 1996, 458,125 Reserve personnel were eligible for Montgomery GI Bill-Selected Reserve and 157,450, or 34.4 percent of those eligible, had applied for and received benefits from the program. In the event of a PSRC, the Board's position is to seek legislation to protect Guard and Reserve members interrupted education benefits if colleges and universities do not voluntarily continue the practice. Enrollment in the Montgomery GI Bill-Selected Reserve is shown in Table 3-11.

Table 3-11
MONTGOMERY GI BILL — SELECTED RESERVE

Component	Eligible	Applicants
Army National Guard	182,756	62,021
Army Reserve	78,839	32,412
Naval Reserve	37,192	11,512
Marine Corps Reserve	23,975	11,895
Air National Guard	76,169	25,039
Air Force Reserve	55,414	13,361
Coast Guard Reserve	3,780	1,210
Total	458,125	157,450

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.
Data as of September 30, 1996.

Personnel Management Systems Automation

Since Operations DESERT SHIELD/DESERT STORM, the Reserve components have been attempting to bring their personnel management information systems into synchronization with the Active components. Once this objective is reached, both peacetime management of the Total Force and the mobilization aspects of personnel accountability will be maximized.

One of the measures that crosses most component lines is the development of a DoD-wide recruiting system. The system is called the Joint Recruiting Services Support System. It is being designed by a team of information managers and functional representatives from each Service and Reserve component, to provide, at a minimum, standard data across the Services.

Currently, the Army Reserve's personnel management information system is maintained at the lowest command level and passed vertically up and down three levels of personnel management information systems via telecommunications. Personnel data is passed horizontally to and from the Active Army or Army National Guard via telecommunications know as the Inter-Component Data Transfer.

The Army National Guard is developing a single integrated field level personnel system. Of importance to both the Army National Guard and the Army Reserve is the Reserve Component Automation System (RCAS). It is an automated information management system that will support the day-to-day office automation requirements of both components and significantly enhance their mobilization preparedness and execution. The RCAS program passed a major milestone in September 1996, when the Assistant Secretary of Defense for Command, Control, Communications approved the acquisition decision memorandum that provides for the acquisition of increment one of the RCAS program. This provides for the purchase of up to eight thousand workstations, network control hardware and software, and connecting communications architecture. RCAS continues to undergo testing and fielding, and will continue to do so throughout the acquisition cycle. When fully developed, RCAS will link over 10,500 Guard and Reserve units at over 4,000 sites located in all 50 states, the District of Columbia, Puerto Rico, and the Virgin Islands.

The final increment of RCAS is scheduled to be completed by the end of Fiscal Year 2002.

The Reserve Standard Training, Administration, and Readiness Support (RSTARS), is the Naval Reserve microcomputer based system that provides tracking of the training and mobilization readiness of personnel in drilling Reserve status. Functions supported by RSTARS include personnel record maintenance, mobilization, Inactive Duty Training (IDT) performance monitoring and reporting, pay submissions, billet assignment processing, tracking of advancements, maintenance of individual training plans, consolidated and unit training plans, training deficiencies and accomplishment reporting, school quota management, and mobilization medical information. RSTARS is deployed to over 300 Naval Reserve sites. The Naval Reserve Information Systems Office is working jointly with the Chief of Naval Personnel to establish a standard, single point of entry personnel/pay system that will eventually eliminate RSTARS.

The Marine Corps Total Force System (MCTFS) has a single integrated personnel and pay system which encompasses all active, reserve and retiree personnel data records in a single database with a centralized processing site in St. Louis, Missouri. MCTFS eliminates the requirement to pass redundant data between personnel and pay systems. Each process has access to the most up-to-date information on a central file for each Marine. It provides for seamless mobilization with only one record.

All automated personnel management systems currently in use in the Air Force are common to all Air Force components: Active, Guard, and Reserve.

Dental Screening

Although not required by all the Reserve components, dental screenings are normally conducted during the members' periodic physical examination. The reluctance of some Reserve component members to correct dental deficiencies at their own expense at civilian dental clinic impedes dental readiness. Dental readiness is also impeded by a lack of funds, personnel, and facilities to conduct screenings or correct dental deficiencies for Reservists. The forthcoming dental insurance program, scheduled for implementation on October 1, 1997, is expected to ease the financial burden for Reservists. Approximately 90 percent of the Army National Guard and Army Reserve, 87 percent of the Naval Reserve, 95 percent of the Marine Corps Reserve, 93 percent of the Air National Guard, and 90 percent of the Air Force Reserve have panoral radiographs on file. Approximately, 22 percent of the Army Reserve and 29 percent of the Marine Corps Reserve have completed and stored DNA samples for their personnel. The Air National Guard and Air Force Reserve made the decision to complete DNA samples on their flying personnel first and have achieved a 97 percent and 89 percent completion rate, respectively, on those personnel.

Incapacitation Pay

A member on incapacitation pay receives medical treatment for the illness or injury incurred on active duty. If the member is unfit for military duty and/or can demonstrate a loss of earned civilian income they may apply for incapacitation pay. Currently, medical benefits for reservists injured in the line of duty who are on active duty orders for 31 days or more differ from those authorized for an injured reservist on active duty orders for less than 31 days. Reservists injured while on active duty orders for 31 days or more are entitled to remain on active duty until final disposition of their case and are entitled to full pay and allowances. Reservists injured while on active duty orders for less than 31 days are not authorized an extension of their orders beyond the original termination date; are authorized medical treatment only for the injury incurred; and are not eligible for dependent entitlements. The Office of the Assistant Secretary of Defense for Reserve Affairs proposed modification to 10 U.S.C. 1074a and 37 U.S.C. 204g to make clear that Reserve com-

ponent members who are physically disabled as a result of an injury, illness or disease incurred or aggravated while serving on active duty, active duty for training, inactive duty training or full-time National Guard duty, regardless of the period served, should receive medical treatment, active duty entitlements and consideration for disability evaluation on the same basis as members of the Active component. This legislation was not included in the Fiscal Year 1997 DoD Authorization Act. However, the Authorization Act did direct a study on the means of ensuring medical and dental care uniformity for members of Reserve components.

The Army National Guard reported continuing difficulties in the timely processing of incapacitation pay due to the increased delay of receiving the required documentation from medical treatment facilities. This delay is attributed to the reduced number of doctors available at the treatment facilities resulting in limited available appointments. The Army Reserve implemented interim line-of-duty determinations resulting in fewer pay problems. However, unresolved incapacitation pay problems average approximately ten percent of all Army Reserve on-going cases, and nine percent of the Naval Reserve cases. This is no change from the previous year. The Marine Corps Reserve, Air Force Reserve, and Coast Guard Reserve reported no unresolved incapacitation pay cases in Fiscal Year 1996.

Quality of Life

The Report of the Defense Science Board task force on "Quality of life" was released in October, 1995. It was done by a task force under the auspices of the Under Secretary of Defense for Acquisition and Technology. The task force was specifically chartered to study military housing, personnel tempo, and community and family services.

In the area of housing, the task force recommended the investment of private capital, at reduced risk to the private investor, to construct and revitalize existing military housing. Policy recommendations were put forth to ensure that all service members have access to adequate and affordable housing. Further, it was recommended that today's complicated laws and regulations be streamlined and simplified. The task force saw the bottom line as being the need for the Defense Department to seek appropriate legislative changes and establish the necessary provisions to ensure adequate and consistent funding for housing.

In focusing on personnel tempo, the task force observed that excessive personnel tempo threatens long-term readiness. Evidence from the U.S. Army Research Institute for Behavioral and Social Services shows that there is a direct correlation between family separations and adverse retention rates. Spousal support for an Army lifestyle is paramount. It was recommended to the Service Chiefs that as much of their service unique training, be concurrent with joint training. The task force also endorsed the concept of reorienting thinking and planning to capitalize on Reserve component capabilities to accomplish operational requirements while maintaining their mission readiness for overseas and domestic operations. Another recommendation was that increased contractor support be employed. Hiring more contractors overseas and at home, to replace active duty personnel, would reduce housing, community, and family service requirements.

Community and family services considerations were closely examined by the task force, and several recommendations were made:

- That a proactive personal financial management program be established in Family Centers.
- That relief be sought from manpower Full Time Equivalency rules to allow additional hiring of spouses.
- That there be a reevaluation of child care and its funding to better help families cope with the rigors of military life.

In summary, the task force concluded that to maintain the Total Force as the finest fighting force in the world, its volunteers must be provided a quality of life that encourages the experienced and trained personnel to stay, as well as attracts promising young people to join them.

Equal Opportunity

Career Fields Open to Women

The role of women in the military is well established. No additional career fields were opened to women in the Reserve components in Fiscal Year 1996. Over 90 percent of the Army, 96 percent of the Navy, 93 percent of the Marine Corps, 99 percent of the Air Force, and 100 percent of the Coast Guard career fields and positions are open to women. Table 3-12 depicts the career fields available within each Reserve component and the numbers of them that are open to women. Table 3-13 shows the percent of women in the Reserve components as a percentage of their component.

Sexual harassment, a form of discrimination, is inappropriate behavior, counterproductive and contrary to good order and discipline of the Reserve components. The zero tolerance policy of the Reserve components is that sexual harassment is not tolerated in any way. The Reserve components have increased the visibility and training pertaining to sexual harassment prevention and have procedures for reporting sexual harassment complaints. Sexual harassment cases are often investigated by the Inspector General or trained Equal opportunity Advisor. The chain of command is the preferred method of adjudication. Despite the zero tolerance for sexual harassment,

Table 3-12
CAREER FIELDS AND POSITIONS NOW OPEN TO WOMEN

Component	Percent Career Fields Available	Percent Positions Available
Army	91 %	67 %
Navy	96 %	94 %
Marine Corps	93 %	67 %
Air Force	99 %	99 %
Coast Guard	100 %	100 %

Source: Under Secretary of Defense for Personnel and Readiness.
Data as of September 30, 1996.

Table 3-13
WOMEN IN THE RESERVE COMPONENTS

	Officers		Enlisted			
	Selected Reserve	IRR/ING	Selected Reserve	IRR/ING	Total	Percent of Force
Army National Guard	3,456	41	28,362	512	32,371	8.6 %
Army Reserve	10,724	12,825	41,634	43,100	108,283	19.9 %
Naval Reserve	3,441	3,603	13,704	17,142	37,890	15.1 %
Marine Corps Reserve	288	190	1,496	2,635	4,608	4.5 %
Air National Guard	1,785	0	14,690	0	16,475	14.9 %
Air Force Reserve	3,950	3,159	11,029	11,618	29,756	21.2 %
Coast Guard Reserve	138	29	776	701	1,644	11.6 %
Total	23,782	19,847	111,691	75,708	231,027	15.0 %

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.
Data as of September 30, 1996.

there were 78 sexual harassment complaints received at the headquarters level during Fiscal Year 1996. Table 3-14 lists the number of complaints by Reserve components.

Minorities in the Reserve Components

The Reserve components want to reflect the demographics of American society across all ranks, rates, and designators. The numerical status of minorities in the Reserve components is indicated in Table 3-15.

Table 3-14
SEXUAL HARASSMENT COMPLAINTS

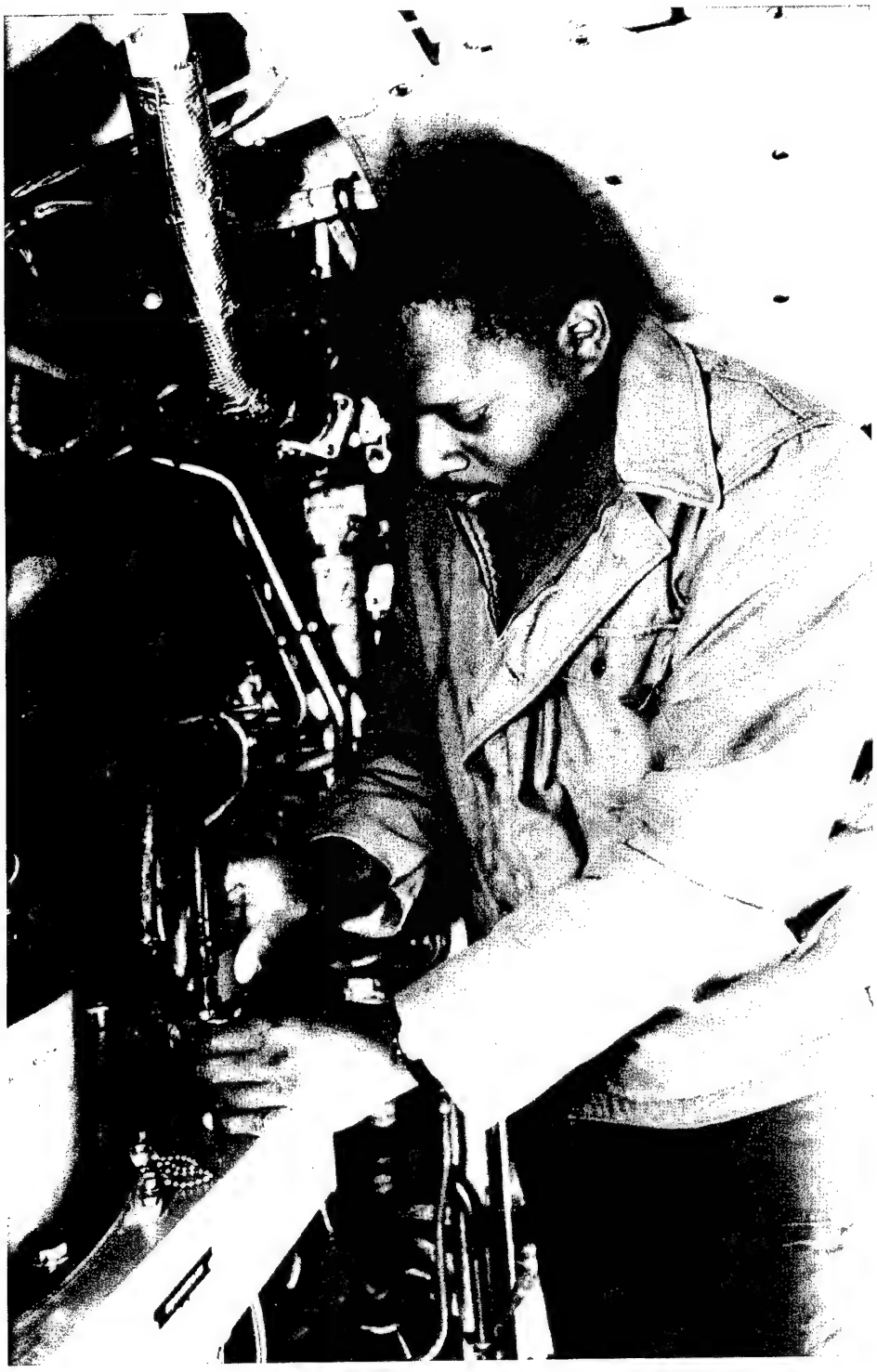
Component[1]	Number of Complaints
Army National Guard	15
Army Reserve	17
Naval Reserve	6
Marine Corps Reserve	7
Air National Guard	17
Air Force Reserve	16

Note:
1. Data not available for the Coast Guard.
Source: Reserve components.
Data as of September 30, 1996.

Table 3-15
MINORITIES IN THE READY RESERVE

	White	Black	Asian/Pacific Islander	Am Indian/ Alsk Native	Unknown/ Other	Total	Hispanic[1]
Army National Guard							
Male	277,051	49,491	3,571	2,255	10,528	342,896	23,429
Female	21,585	8,965	365	337	1,119	32,371	1,862
Total	298,636	58,456	3,936	2,592	11,647	375,267	25,291
Army Reserve							
Male	319,331	82,216	6,862	2,236	25,512	436,157	25,067
Female	62,641	37,005	1,628	664	6,345	108,283	5,359
Total	381,972	119,221	8,490	2,900	31,857	544,440	30,426
Naval Reserve							
Male	173,019	24,262	3,978	794	10,464	212,517	14,124
Female	28,327	6,615	629	224	2,095	37,890	2,385
Total	201,346	20,877	4,607	1,018	12,559	250,407	16,509
Marine Corps Reserve							
Male	74,149	11,367	1,709	738	8,786	96,749	9,279
Female	3,162	917	62	69	399	4,609	396
Total	77,311	12,284	1,771	807	9,185	101,358	9,675
Air National Guard							
Male	81,823	6,908	1,905	804	2,569	94,009	4,870
Female	13,051	2,404	268	181	571	16,475	814
Total	94,874	9,312	2,173	985	3,140	110,484	5,684
Air Force Reserve							
Male	90,577	13,171	211	68	6,712	110,739	4,443
Female	21,889	5,789	50	19	2,009	29,756	1,059
Total	112,466	18,960	261	87	8,721	140,495	5,502
Coast Guard Reserve[2]							
Male	11,060	508	185	177	616	12,546	Unknown
Female	1,307	178	37	38	84	1,644	Unknown
Total	12,367	686	222	215	700	14,190	Unknown
Total							
Male	1,027,010	187,923	18,421	7,072	65,187	1,305,613	81,212
Female	151,962	61,873	3,039	1,532	12,622	231,028	11,875
Total	1,178,972	249,796	21,460	8,604	77,809	1,536,641	93,087

Notes:
1. Figures for Hispanics are the sum of Hispanics reported in each racial/ethnic category.
2. Coast Guard Reserve Hispanics are included in the other racial/ethnic categories.
Sources: Office of the Assistant Secretary of Defense for Reserve Affairs.
Data as of September 30, 1996.



Training and Readiness

4

"We live in a joint, Total Force world. When the Chairman, my fellow Service Chiefs, and I sit as the Joint Chiefs, we strive to provide America the very best in military capabilities to secure our interests around the globe. What that means is soldiers, sailors, airmen and Marines — active, Guard, and Reserve — dedicated to the defense of this great nation."

General Ronald R. Fogelman
Air Force Chief of Staff

Introduction

The state of readiness determines the deployability of a Reserve unit. There are some reserve readiness problems caused by the BRAC Commission, tiered readiness, reduced funding, and equipment shortages. These are problems within the purview of the Department of Defense and its various military departments. There are also problems that are not under their control or influence such as: public opinion, budgets, international tensions, economic conditions and a virtually inexhaustible list of lesser influences. Despite all these challenges, readiness evaluations, flexible training schedules, Distance learning (DL) technology, Professional Military Education, physical fitness, and joint training are some of the areas that are keeping the Reserve components capable and ready to continue to shoulder a greater amount of the defense burden of a dwindling Active component.

Readiness

Evaluations

The Army National Guard and Army Reserve continue to undergo a multitude of evaluations designed to measure and test unit combat readiness. Evaluations are also used to identify both positive and negative trends and to make appropriate recommendations to the chain of command, with the intent of increasing unit capabilities. These evaluations vary in scope and time. Some of these evaluations, such as the Status of Resources and Training Systems (SORTS), encompass the readiness status of the entire unit at a specific point in time. Others, such as the Training Assessment Model (TAM) or Operational Readiness Evaluation (ORE), assess the readiness status of the unit over a longer period of time. Lanes Training Exercise (LTX) assess the ability of the unit to accomplish selected specific tasks under combat conditions. Normally, both the Army and the Army Reserve are tested under the same criteria. However, due to budgetary constraints brought about by the DoD drawdown, coupled with the impact of ongoing real world contingency operations, some Army National Guard and Army Reserve units did not receive an evaluation during Fiscal Year 1996.

Naval Reserve unit combat readiness is measured using SORTS, the same readiness reporting as fleet units. Active and Reserve components are evaluated under the same criteria. All Naval Reserve units participate in exercises and operations that are directly related to the training matrix used to evaluate their readiness under the SORTS format.

The Marine Corps Combat Readiness Evaluation System (MCCRES) was established to provide the Marine Corps with an evaluation system based on Mission Performance Standards (MPSs). These standards are developed using the Systems Approach to Training (SAT) for the purpose of assisting commanders in developing the Mission Essential Task List (METL) that satisfy combat requirements. The Active and Reserve components train to and are evaluated using the same standards. The Commanding General's Inspection (CGI) measures the Reserve component units ability to be administratively ready for combat upon mobilization. The Mobilization Operational Readiness Deployment Test (MORDT) measures the unit's ability to mobilize its personnel and assets after a mobilization call-up. The CGI looks at the same areas in both the Active and Reserve components. The MORDT is Marine Reserve specific. Units are scheduled for evaluation every three years. Although various trends were noted from the various inspections, they were not considered to be of significant relevance to impede mobilization.

The Air National Guard and Air Force Reserve combat readiness and mobilization are regularly evaluated in accordance with the Air Force inspection system. Virtually every unit participates annually in some kind of readiness exercise as a part of normal operations. The Air National Guard and Air Force Reserve use two standard methods for measuring and testing unit combat readiness: Operational Readiness Inspections (ORIs) and SORTS. All units must meet the same standards and criteria required of an active duty unit. Approximately 25 percent of the Air Force Reserve units are evaluated under ORI criteria

each year. In Fiscal Year 1996, all units evaluated received an excellent or higher rating.

In addition to SORTS, the Commandant of the Coast Guard is working on a more detailed Deployment Readiness Checklist. Preliminary SORTS reports have indicated personnel staffing, training, and equipment shortfalls.

Managed Readiness

In an environment of constrained funding, not all Reserve and National Guard units can be resourced at peak levels of readiness. Service variations of tiered resourcing initiatives have sustained the earliest deploying units at high levels and later designated units at minimum levels of deployability. "Managed Readiness" is the philosophy through which the Army National Guard prioritizes and resources units. A plan was developed to manage readiness of the force based on the "first to fight" principle. The Army National Guard is prioritized based on DoD guidance, the Department of the Army Master Priority List (DAMPL), and The Army Plan (TAP). The Enhanced readiness brigades are the subject of numerous readiness enhancements, including minimum percentages of prior-active duty experience, more frequent medical and dental screening, directed overfill of personnel, priority in funding, improved training opportunities, and expanded Active component unit involvement in training strategy and implementation. In addition to 7,700 Active component personnel dedicated to support the Reserve component, an active duty officer now commands a Louisiana Army National Guard field artillery battalion. It is the first time since World War II that an Active component officer has commanded a National Guard unit in peacetime. The appointment is part of a pilot program designed to increase integration between the Active Army and the Army National Guard.

Tiered Readiness

The Department of Defense specifies the resourcing levels applied to various echelons and units, based on deployment guidelines. The Army views tiered resourcing as a function of prioritization in recognition of a constrained resource environment. Tiered resourcing provides the Army a unique plan in supporting its Reserve components in support of "first to fight" forces. Since 1993, this methodology has improved readiness of high priority units.

Naval Reserve units use a flexible readiness system. They are divided into two readiness elements, Crisis Response-Immediate (CR-I) and Crisis Response-Delayed (CR-D) — the option depending upon their projected mobilization requirement.

The Marine Corps Reserve uses a readiness reporting system that provides a realistic portrayal of its units' capabilities to perform their assign wartime missions. Efforts to improve readiness assessments continue and are based on patterns which further define and quantify military readiness indicators. An example of this effort is the newly fielded Marine Corps Training Exercise Employment Program (MCTEEP). Implemented throughout the "Total Force Marine Corps," MCTEEP shows the impact of operational tempo on readiness.

The Air National Guard and Air Force Reserve are a vital part of the Air Force's total mission capability. In view of this, Air National Guard and Air Force Reserve units are tiered through an integrated method that balances the Active and Reserve component mix to meet current operations and support the National Strategy.

Readiness Challenges

Planning is the key to determining requirements, sourcing those requirements, and activating Reserve component units and individuals. None of the Reserve components request funds for contingency operations. The Department of Defense is making an effort to program for known contingencies like Bosnia. When the Reserve components are tasked with a contingency mission, funds expended must come from other existing in-house resources. Those funds may come from either Active or Reserve programs. Commitment and use of funds from any of these accounts may significantly reduce other training events that have been programmed, unless the funds are restored by reprogramming, supple-

mental, or transfer action. There could also be a significant change in the units and personnel involved in a contingency operation versus those for which the resources had been originally intended. Although contingency operations do reduce the unit's ability to train for wartime missions, contingency operations training opportunities are accepted by the Reserve components as training enhancements in real world operations and all attempts are made to leverage both funds and units to the benefit of the Reserve components, Services, major commands, and the supported CINCs.

The Army Reserve needs more training resources, FTS authorizations, and mission essential equipment for early deploying units. Complete identification of Naval Reserve and Marine Corps Reserve unit requirements, would greatly enhance the crisis action planning and eliminate the second guessing and assumptions presently in existence.

Air National Guard and Air Force Reserve maintain both units and individuals in a fully trained and ready status, hence there are minimum execution readiness challenges. Airlift from home station to the theater is often the only limiting factor. Contingency operations have a negligible impact on training funds. The Air National Guard and Air Force Reserve remain "in the loop" for operational training purposes.

Volunteerism

The Department of Defense Directive 1235.10, *Mobilization of the Ready Reserve*, directs that "for lesser regional contingencies, domestic emergencies and other missions, where capabilities of the Reserve components could be required, maximum consideration will be given to accessing volunteer Reserve component units and individuals before seeking authority to order members of the Reserve components to active duty without their consent." This directive was applied during the preparation and decision making phase of the PSRC processes for Haiti and Bosnia-Herzegovina. The Army National Guard has developed volunteer programs to support this directive and have tailored their forces to meet regional CINC requirements. The Army Reserve has access to individual volunteers from the Individual Ready Reserve. The Navy has developed a process to quickly respond to a crisis situation with volunteers. The use of volunteers from the Marine Corps Reserve is based on the employment of the Total Force during a contingency operation. The Air National Guard volunteers can support any operation when authorized. The Air Force Reserve uses volunteerism as a method to increase Reserve component participation. A standard planning factor of 25 percent from the Reserve component is a generally accepted figure for integration into the total Air Force during the initial stages of contingency operations.

Reserve Aviation Pilot Training

The Army National Guard and Air Force Reserve indicated that current schedules for accessing and training aviation pilots will satisfy pilot requirements into the 21st Century. The Naval Reserve and Marine Corps Reserve only accept pilots that have already completed flight training during their active duty careers, and expect their flight programs to support the Total Force structure of the 21st Century. The Air National Guard anticipates a need to slightly increase its production.

Active Component Mission Support

The Reserve components have provided support to the Active component during Fiscal Year 1996. Reserve components support Active component special requirements in various ways. The Army National Guard and Army Reserve use Temporary Tours of Active Duty (TTAD), the Naval Reserve and Marine Corps Reserve use Active Duty for Special Work (ADSW), and the Air National Guard and Air Force Reserve use Manpower Personnel Appropriation (MPA) days. In Fiscal Year 1996, the Army National Guard dedicated 349,088 work days, and the Army Reserve dedicated 1,008,001 work days to support the Active component missions. The Naval Reserve dedicated 1,700,000 work days; the Marine Corps Reserve dedicated 113,724 work days; the Air National Guard and Air Force Reserve dedicated 1,157,000 work days; and,

the Coast Guard Reserve contributed 190,496 work days. The major impediment to providing more support is basically budgetary. Figure 4-1 shows the exercises and operational missions supported by the Reserve components during Fiscal Year 1996.

Figure 4-1
TRAINING EXERCISES AND OPERATIONAL MISSIONS

AIR WARRIOR I & II
ALERT TROOPER
AMALGAM FALCON BRAVE
AMALGAM WARRIOR
AMEDDEX
ARCTIC CARE
ARCTIC ENGINEER
ARCTIC SAREX
BALANCE ACTION 96
BALANCE TORCH
BALTIC CHALLENGE
BASE CLUSTER
BATTLE GRIFFIN 96
BIG DROP
BLUE HARRIER
BOLD KNIGHT
BULWARK BRONZE
BREEZY PALMETO
BRIGHT STAR
CAPSTONE
CARIB-96
CASCADE MIST
CASCADE PEAK
CASCADE STEEL
CAX 7 & 8 - 96
CENTRAL ENTERPRISE
COBRA GOLD
CODE THUNDER
COMBAT ARCHER
COMBINED ENDEAVOR
COMMANDO WARRIOR
COPE NORTH
COPE SOUTH
COPE TAUFIN
COPE THUNDER
CORNERSTONE 96
CORONET DRIFT
CORONET ENGINE
CORONET MIRAGE
CORONET NIGHTHAWK
CORONET OAK
CORONET SENTRY
CORONET WHITE
CROWN STAR
DECISIVE ENDEAVOR
DEEP LOOK
DENY FLIGHT
DRAGON WARRIOR
DYNAMIC MIX
EAGLE TIGER 96
EAGLE WRENCH
EASTERN CASTLE
EMERALD EXPRESS
EMERALD RAIN
ENRETE BAHAMAS
ENRETE BARBADOS
ENRETE BELIZE
ENRETE COSTA RICA
ENRETE DOMINICA
ENRETE MOLDOVA
EUROPEAN TANKER TASK FORCE
FAIRWINDS
FIGHTER WEAPONS SCHOOL SUPPORT
FLAG SERIES: BLUE, RED, GREEN, MAPLE, SILVER
FLOWING PEN
FOAL EAGLE
FREEDOM BANNER
FREQUENT STORM
FUERZAS ALIADAS
FUERZAS DEFENZAS
FURBISH BREEZE
GATOR BYTE
GLOBAL YANKEE
GOLDEN CARGO
GOLDEN COYOTE
GOLDEN TALON
GRECIAN FIREBOLT
GUARDEX 96
GUNSMOKE
HIGH IMPACT
HIGHROLLER
HONG KONG SAREX 95
HORNETS NEST
HUNTER TRAILS
INTERNATIONAL LOOK 1 & 2
IRON FALCON
JOINT ENDEAVOR
JOINT TASK FORCE EUREKA
JTF BRAVO
JTF SIX
KAZAKSTAN HUMANITARIAN
KC-130 ALERT
KEEN EDGE
KERNEL BLITZ 96
KEFLAVIK RESCUE ALERT
KEFLAVIK TANKER ALERT
MEDRETE BAHAMAS
MEDRETE BELIZE
MEDRETE COSTA RICA
MEDRETE DOMINICA
MEDRETE EQUADOR (2)
MEDRETE GUATEMALA
MIGHTY THUNDER
NASA SUPPORT
NATIVE FURY
NATO AWACS
NAVAHO NATION
NEON FALCON
NEW HORIZON 96
NOMAD VIGIL
NORTHERN EDGE 96
NORTHERN LIGHTS
NORTHWIND
NUEVOS HORIZONTES
OCEAN VENTURE 96
OL SINA
PACIFIC TANKER TASK FORCE
PARA LOS NINOS
PATRIOT PARTNER
PATRIOT WARRIOR
PHANTOM SABER
PHOENIX PACE
PITCH BLACK
PLATINUM SWORD
POWER TRAILS
PRAIRIE WARRIOR
PROVIDE COMFORT
PURPLE STAR
QUICK FORCE
RAPID RESPONSE
REEFEX
RIFLES MOVE
RIMPAC
ROVING SANDS
ROYAL DRAGON
SAREX
SENTRY ALOHA
SENTRY BYTE
SENTRY OCEAN ANGEL
SENTRY SUNSHINE
SENTRY THUNDER
SENTRY VIGILANCE
SILVER SCIMITAR
SNOWSNAKE 1 & 2
SOUTHERN CROSS
SOUTHWEST BORDER
SOUTHERN SPIRIT
SOUTHERN WATCH
STEEL THRUST
SUMMER STORM 1 & 2 - 96
TABLE TOP TAMPA
TRADEWINDS
TURBO INTERMODAL SURGE
ULCHI FOCUS LENS
UNIFIED ENDEAVOR
UNITED SPIRIT
UPHOLD DEMOCRACY
YAMA SUKURA

Source: The Reserve components.
Data as of September 30, 1996.

Base Realignment and Closure Impact on Readiness

In Fiscal Year 1996, Army National Guard readiness was not degraded by the BRAC Commission. Fort McClellan, Alabama, Fort Chaffee, Arkansas, Fort Indiantown Gap, Pennsylvania, and, Fort Pickett, Virginia, were heavily used by the Reserve components prior to being closed by BRAC. These sites will be licensed to their respective states and operated as Reserve component training centers. These changes will not have an impact on recruiting, retention, or training.

Army Reserve readiness was not adversely impacted by BRAC decisions. Some units were relocated to other installations, and interrupted their planned training to accomplish the move, but when the relocation involved a distance of over 50 miles, the impacted Reservist will request an honorable discharge or reassignment to the Individual Ready Reserve (IRR).

Naval Reserve readiness posture was not significantly degraded by BRAC decisions. The Naval Reserve is committed to maintaining a presence in every state, thereby minimizing any recruiting or retention impact.

BRAC decisions have caused the single greatest impact on personnel losses in the Marine Corps Reserve. Of particular note is the impact on Fourth Marine Aircraft Wing where over 50 percent of the units have been affected. A squadron will normally take three to five years after a relocation to achieve a ready status. Additional impact is on facilities and the funds to relocate, to upgrade facilities at the new location, or to build new facilities. Inadequate facilities degrade training and ultimately impact on the ability to recruit and train personnel.

As a result of BRAC actions, the Air Force Reserve has consolidated some force structure and both closed and gained infrastructure. As a result of base closures, downsizing, realignment, and consolidation, there have been some positive benefits to Air Force Reserve readiness. As units are consolidated, there are positive synergistic effects in areas such as training and scheduling. On the downside, consolidation can present geographic, demographic, and recruiting challenges.

The Coast Guard was not impacted directly by BRAC decisions. Department of Defense base closures may have an indirect effect on the Coast Guard Reserve, especially in those locations where reservists depend on the local DoD facility for commissary and exchange privileges.

Post-Mobilization Training

Mobilization priorities are usually predetermined in accordance with existing operation plans (OPLANS) and/or contingency plans. Additionally, post-mobilization and pre-deployment training requirements will vary in scope and depth depending on a myriad of factors. These factors include contingency operations being supported, type of unit, mission, and deployment location. It is the Services responsibility to determine how long a period of post-mobilization/pre-deployment training is required before deploying combat, combat support, and/or combat service support units. The method currently available for quantitative measurement is the Service-fed Status of Resources and Training System (SORTS) which objectively measures personnel, equipment supply, and operability. It subjectively measures the level of training.

There are two fundamental elements that go into deploying a unit: the state of readiness (defined as personnel, training, and equipment) and the theater CINCs mission. Considering these factors, Army National Guard combat units can be available for deployment anywhere from 14 through 90 days. An Army enhanced heavy or light brigade could be ready in 90 days or less while a Force Package I or II combat unit, aviation or field artillery unit, could be available in a minimum of 14 days. On the other end of the spectrum, an Army National Guard division will require considerably more time for deployment due to the complexity of battlefield operating system (BOS) integration, the synchronization brigade maneuver, and the vast amount of resources needed to support a division deployment.

The Army Reserve expects varying degrees of post-mobilization training prior to being committed into a combat situation. The training time needed before deploying troops into a combat situation will vary depending on the unit commander's mission analysis and the unit's state of training at the time of mobilization. Recent contingency operations such as Operation DESERT SHIELD/STORM, UPHOLD DEMOCRACY and JOINT ENDEAVOR clearly show that the time required to train a unit can be from one week to six months.

Naval Reserve units, elements of units, and individuals are separated into categories of Crisis Response-Immediate (CR-I) or Crisis Response-Delayed (CR-D). These categories are assigned, regardless of the unit's status, as combat or combat support. As participating reservists, members assigned to Reserve billets designated CR-I are required to meet the same qualifications as their Active duty counterparts. These CR-I designated units maintain 100 percent readiness and are prepared to deploy within 14 days of any mobilization. Certain units and individuals not required for immediate deployment will be less than 100 percent ready and are designated CR-D. The adjustment of the readiness state is based on a variety of criteria including perceived threat, warning time, and the likelihood of these forces being employed. Active commanders will make this determination based on the Time Phased Force Deployment Data (TPFDD) contained in the OPLANs. For non-OPLAN TPFDD listed forces, the determination will be based on the Active Command's priority for deployment. Any post-mobilization training must be completed within 135 days.

Presuming well constructed training plans and inclusive of ancillary support such as training personnel, facilities, and gunnery ranges, the Marine Corps Reserve requires a minimum of 14 days of training and mobilization support before sending combat units into a combat situation. Four to 14 days for members/units of combat service or combat service support (4th Force Service Support Group and 4th Marine Aircraft Wing support squadrons) would be required before going into a combat situation.

Air National Guard and Air Force Reserve forces do not require a training period before going into combat. While all Air Force units are allowed up to 48 hours to prepare for deployment, the Air National Guard is allowed an additional 24 hours for personnel recall and mobilization processing. All Air National Guard forces are capable of deploying within 72 hours notification.

The Coast Guard does not maintain Reserve component combat units. The Coast Guard maintains three Reserve component Port Security Units (PSUs). Standing PSUs require three to five days ramp-up training. Actual number of days depends on unique requirements for anticipated theater of operation. Replacement PSUs, require a minimum of 42 days for pre-deployment training.

Reserve Training Issues and Initiatives

Although most Reservists are limited in the number of drills they can perform annually, there are no policy or legislative impediments to flexible training schedules. The Reserve components use variations of available training time. Training periods can be extended, split, or combined.

In May, 1994, the Secretary of the Army approved the Enhanced Brigade policy that identified 15 Enhanced Brigades as the principal ground combat maneuver force of the Army National Guard and the Army. The Army National Guard Enhanced Brigades are expected to achieve readiness goals of C-1 in personnel, equipment-on-hand, and equipment serviceability, and C-3 in training by September 1999. The Fiscal Year 1996 Joint Strategic Capabilities Plan apportioned the Enhanced Brigades to the CINCs.

The *USS John F. Kennedy* has been designated the Operational Reserve Carrier (ORC) and assigned to the Atlantic fleet. Its primary function is to provide a surge capability in support of urgent CINC requirements. To this end, it will complete a set of workups and a full deployment in Fiscal Year 1997. This will ensure the capability of deploying with either an active or reserve airwing. In peacetime, the carrier will

be available for short duration training and exercises. Fiscal Year 1996 brought the Naval Reserve to the forefront of mine counter-warfare. The *USS Inchon* was transferred to the Naval Reserve where it was overhauled and converted to a Mine Countermeasure Control Ship (MCS).

In Fiscal Year 1996, the Coast Guard combined their active and reserve training under one umbrella. The PSU Training Detachment was established on October 1, 1996.

Training Equipment

The Army National Guard and Army Reserve possess training equipment shortages of electronic, communication, dental, medical, and transportation assets. The Naval Reserve lacks teletraining and telecommunications equipment upgrades to various weapons and flight trainers. The Marine Corps Reserve has training shortages of communication and electronic equipment, radars, trucks, tractors, light armored vehicles, night vision equipment, power generation equipment, and machine guns. The Air National Guard and Air Force Reserve have shortages of modern state-of-the-art aircraft simulation and training systems. For example, the C-130H-3 is the Air Force's (Active, Air National Guard, and Air Force Reserve) newest aircraft. Additional C-130H-3 simulators are needed to accomplish specific training events to maintain proper training and qualification necessary for a combat-ready status. The lack of training equipment challenges the capacity of the Reserve commander to effectively train his command to the same Active component standards, which could eventually impact on the ability of the Reserve components to efficiently reinforce and augment the Active component. The Army National Guard and Army Reserve continue to pursue equipment resources to include the Defense Re-utilization and Marketing Office, cascading assets from the Active component, and equipment returning from Europe. The Reserve components are working with their respective Services to secure the necessary training equipment.

Training Systems

Fiscal Year 1996 was a watershed year for the Reserve components. There was increased realization that training systems and supporting technologies needed to be designed to support interoperability, and standardized. These systems and technologies should also support the increasing demands of joint warfighting missions.

Distance Learning

The Reserve components will greatly benefit from Distance learning (DL). Distance learning capitalizes on advancement in electronic technology for educational and training purposes. Training and education will transcend the historic confines of the classroom. Learning may be conducted in the workplace, at home, or in other locations that fits the need of the member. Training cost reductions will continue to be realized. The Office of Assistant Secretary of Defense for Reserve Affairs is an active participant of the Total Force Distance learning Action Team (TFDLAT). Under the sponsorship of the Deputy Under Secretary of Defense for Readiness, the team's mission is to ensure DoD will use interoperable distance learning technology, when appropriate. The Reserve components are forging ahead in developing fiscally sound, coherent DLstrategies for the future. Key Fiscal Year 1996 initiatives included:

Army Reserve and Army National Guard: distribution of the Total Army Distance learning Plan to these components and implementation of the National Guard Distance learning Initiative (DLI). Under the DLI distance learning sites were established in several states.

Naval Reserve: awarding a contract to TRW to validate the Naval Reserve's video teletraining strategy.

Marine Corps Reserve: in August 1996, the Director, Training and Education Division, Marine Corps Combat Development Command announced the Marine Corps' Training Modernization Initiative, which focuses on the potential

utilization of distant learning methods and delivery systems, to include TNET. The overall aim is to provide to the Active and Reserve components a responsive and cost-effective network where Marines, through appropriate interactive software/hardware, can log-on to a self-paced course and receive Military Occupational Specialty (MOS) certification at their duty station or home. The scope of potential training and educational opportunities is expected to encompass not only MOS training, but also skills progression training and Professional Military Education. The R-NET, a wide-area, server/hub/client system connects all Marine Corps Reserve locations.

Air Force Reserve and Air National Guard: the Air Force Reserve completed installation of its TNET satellite conferencing system at 45 locations. As part of a test of the Education and Training Flight Concept, the Air Force procured an Air Technology Network (ATN) downlink that allows the Air Force Reserve to receive programming from the Air Education and Training Command, Air University, the Air Force Institute of Technology, the Air National Guard's Warrior Network, the Army's TNET facilities, and from civilian institutions. in expanding DLto its forces. These initiatives will ensure the Reserve components are fully integrated into their respective Service's DLtraining and education programs.

Simulations and Other Training Devices

The Reserve components continue to leverage other technologies to increase readiness and reduce training costs:

Army Reserve and Army National Guard: The Army Reserve continues to use and develop simulations to train all echelons of its combat, combat support and combat service support forces. For example, the Corps Battle Simulation (CBS), Brigade/Battalion Simulation (BBS), and Combat service support Training Simulation System (CSSTSS) are the cornerstones of the Army Reserve's upper echelon simulation systems. The Army National Guard fielded 24 Abrams-Fullcrew Interactive Simulation Trainers (A-FIST). The A-FIST increases the gunnery capability and readiness of Army National Guard armor crews. The Army National Guard purchased 14 Engagement Skills Trainers (ESTs) to support marksmanship and collective dismounted skills, and continued to field the Field Artillery Call-for-Fire-Trainer (GUARDFIST II) to the force. In addition, Close Combat Tactical Trainers (CCTTs), Fire Support Combined Arms Tactical Trainers (FSCATT 1) for howitzer crews, Multiple Integrated Laser Engagement Systems (MILES), and Tank Weapons Gunnery Simulation Systems/Precision Gunnery Systems (TWGSS/PGS) were programmed for the Army National Guard.

Naval Reserve: In Fiscal Year 1996, the Naval Reserve increased its readiness by using one F/A-18 Weapons Systems Trainer (WST), one F-14 Operational Flight Trainer (OFT), as well as nine SH-2G, six F/A-18, and two F-14 Aviation Multi-Function Electronic Warfare trainers (AMEWT)

Marine Corps Reserve: In Fiscal Year 1996, the Initial Fire Support Automated System (IFSAS), the Individual Simulated Marksmanship Trainer (ISMT), and Indoor Trainer (IST) were fielded.

Air Force Reserve and Air National Guard: These components procured the F-16 and A-10 Unit Training Devices (UTDs) to enhance safety and combat effectiveness using National Guard and Reserve Equipment appropriation (NGREA) funds.

Professional Military Education (PME)

All the Services provide PME for their officers and enlisted personnel, Active and Reserve components. Most of the Services operate PME colleges for officers and allow other Service officers to attend, by quota. However, the quotas for Reserve officers to attend are limited. The issue of joint PME for Reserve component officers identified for assignment in joint organizations is currently being studied. PME will be a critical factor in the professional development and qualification of Reserve component members well into the 21st century. As the roles, mission, and responsibilities of the Active and Reserve components undergo dramatic changes in an environment of declining resources, there will

be increased interaction and interoperability between the military services. Not only will they go to war together, but they will require training together, both collective and individual. Distance learning (DL) technology to bring the resident school house to the Reserve component member's location will greatly facilitate commonality of training and allow the Services to capitalize on all military and civilian DLresources.

In Fiscal Year 1997, the Total Army School System (TASS) is expected to be fully implemented. Within TASS, one program of instruction will cover all presentation options: instructor contact, tele-video, internet, and correspondence studies. TASS will be a total Army program that, as improved communications systems and supporting software are implemented, will enable Army National Guard and Reserve students to receive training at home or in their units. The Army National Guard and Reserve PME training exists at all levels and closely parallels the active Army program. It is managed in the field by the Divisions (Institutional Training) which combines Army National Guard and Army Reserve assets. Joint resident and nonresident PME are available to Army National Guard and Army Reserve personnel.

The Naval Reserve is committed to taking advantage of all opportunities available at institutions providing PME, for both officers and enlisted. Joint PME courses are available at several institutions for members of the Naval Reserve component. The Naval War College offers courses in joint military operations, strategy and policy, and national security decision making to all component Services.

The Marine Corps Reserve strongly encourages PME for all Reserve officers. It is important that the Reserve community training be kept in alliance with the Active component. Marine Corps Reserve enlisted PME opportunities have improved over the past few years due to an increase in available school seats. Two-week courses have been designed for the grades of E-5, E-6, and E-7, and are taught by the Marines from the Active component who are full-time instructors at the PME schools. Non-resident PME completion is required for promotion to most enlisted grades, and resident PME completion is required for promotion to the grade of First-Sergeant.

Air National Guard and Air Force Reserve members are eligible to participate in all levels of resident and nonresident PME programs offered to active Air Force members. Due to constraints imposed by civilian employment and the length of resident courses, most Guard members and Reservists choose to complete PME through nonresident programs and teleseminar. The Air National Guard conducts the Non-Commissioned Officer Academy courses via distance learning methods at home station, then caps off with the final two weeks in residence.

The Coast Guard Reserve's primary method for PME is on-the-job training. To a lesser extent, formal and joint training are learned in Active component schools. Future PME will include distance learning and self study applications which will be made available due to technology advances.

Physical Fitness

Most of the Reserve components are required to maintain the same physical standards as their respective Active component counterparts. All personnel take part in either collective or individual physical fitness training throughout the year. Members are evaluated at least once a year to ensure they are physically prepared to support all military operations, exercises, or contingencies. Events used to gauge physical fitness are different for each component. Specific performance standards for each method used are based on age and gender. The Air Force Reserve did not implement physical fitness testing during Fiscal Year 1996; however, testing will begin January 1, 1997. The Air Force Reserve standard will be similar to the active Air Force, but with planned decreased frequency of testing. Air Force Reserve personnel will test every three or five years in conjunction with their periodic physical examination. For members of the Reserve components, waivers and discharges for medical reasons have been minimal in Fiscal Year 1996.

Joint Training

During Fiscal Year 1996, Reserve components took advantage of every opportunity to participate in joint training exercises. The Army Reserve and Air Force Reserve trained in the Joint Readiness TrainingCenters. Coast Guard Reserve members continually train with the Navy in Harbor Defense Command Units and Groups, and train with the Air Force in conjunction with the United States Transportation Command (USTRANSCOM). Joint training offers the opportunity for elements of more than one Service to participate together in training activities and operations. Joint training is crucial to implementing the most effective methods of Total Force integration within the joint battle space. Currently, there is no codified Reserve component policy requirements that affect the joint arena; however, given the decidedly joint nature of the future battlefield, it is imperative that Reserve component commanders and senior leadership have significant experience in joint matters. The Office of the Secretary of Defense for Reserve Affairs is working on a Reserve component Joint Officer Management Plan. Further, given the critical and inseparable role of the Reserve component, today's joint commanders need quality Reserve officers on their staff in order to operate effectively in a surge capacity. Joint training is essential today and will be imperative tomorrow.

Overseas Training

Overseas training provides effective training opportunities for the Reserve components. The planning necessary for a Reserve component unit to prepare and execute an overseas training mission closely parallels the planning required in the event of mobilization and deployment. In addition to exercising mobilization and operational plans, overseas deployment training opportunities strengthen actual wartime command relationship and provide deploying units with geographical orientation. During Fiscal Year 1996, many Reserve component members and units participated in overseas training. Table 4-1 reflects Reserve component overseas training participation.

Future Issues

The Reserve components are focusing intently on harnessing current and emerging training technologies to solve a broad range of training and readiness challenges. Distance learning

Table 4-1
OVERSEAS TRAINING
(Units/Personnel)

	FY 1994		FY 1995		FY 1996	
Component	**Cells/Units**	**Personnel**	**Cells/Units**	**Personnel**	**Cells/Units**	**Personnel**
Army National Guard	1,315	22,769	1,323	22,994	1,603	22,626
Army Reserve	1,350	19,476	1,938	21,132	1,297	13,347
Naval Reserve	346	14,053	292	12,234	396	15,596
Marine Corps Reserve	40	531	100	1,969	179	5,268
Air National Guard	180	27,000	127	21,050	202	21,660
Air Force Reserve	536	15,613	462	13,269	502	11,874
Total	3,767	99,442	4,242	92,684	4,179	90,371

Source: The Reserve components.
Data as of September 30, 1996.

Centers will be the fastest, most desired, and cost effective way to train Service members in Professional Military Education for joint operations. The increased use of virtual reality and simulator technology will offset future Services reductions in training costs for ammunition, fuel, transportation, and maintenance, at minimal increase in facility operating costs. Telecommuting will integrate all staffs from multiple remote locations. The emerging technology will bring individual technical skill training to the Reservist anywhere at anytime. The Reserve components plan to field additional training systems in Fiscal Year 1997.

Equipment

5

"... as America crosses the threshold into the Twenty-First Century, our Total Force will remain the best-trained, best-equipped and best-prepared fighting force in the world."

William Jefferson Clinton
President of the United States

Introduction

The ability of the Reserve components to contribute to Total Force operations is a direct function of their equipment readiness. The goal is to ensure Reserve component units have modern, compatible equipment so they are able to accomplish their job side-by-side with Active component units and coalition partners. The "first to fight, first to equip" policy underlies the Services equipment distribution policies. Smart business practices such as redistribution of equipment will reduce Reserve component shortfalls. The replacement of older equipment with newer, more modern equipment has steadily improved compatibility. However, recent reductions in procurement budgets threatens to reduce the Reserve component capability. The Reserve component equipping strategy is based on identifying all Reserve component equipment requirements, using smart business practices whenever possible to solve equipment shortfalls, and procuring new equipment as necessary to meet residual shortfalls.

The Army Equipping Policy is to equip units in accordance with "first to fight — first to support" priorities, regardless of component. This policy provides for a balanced, prioritized system for supplying Reserve units. It is used to distribute critical items of new equipment and redistribute current equipment according to relative priority. Equipping goals are a minimum of 65 percent for all units, and 90 percent for unit activations, conversions, and reorganizations.

The Naval Reserve is equipped under a program of horizontal integration. The Director of Naval Reserve develops initiatives to modernize the Naval Reserve and to maintain readiness of Reserve units at a level commensurate with similar Active component units. Through redistribution of Active component assets and/or new procurement, the Naval Reserve has equipment and other logistic support comparable to that of the Active forces. Equipment is distributed in a manner designed to meet Reserve unit mission and time-phased mobilization requirements and provide effective organizational integrity, operational/maintenance compatibility, supply support, and fleet inter-operability.

The Marine Corps establishes a single acquisition objective that covers the requirements of both Active and Reserve component units whenever a new item of equipment is acquired. In accordance with Secretary of the Navy policy, horizontal fielding to provide equipment simultaneously to multiple units is the preferred method of distribution within financial constraints. Equipment deficiencies are monitored by the Marine Corps Systems Command and Marine Corps Logistics Bases.

Since 1972, the Air Force has implemented and fully supported the "first to fight, first to equip" policy. The Air Force uses a centralized logistics system to support the equipment program. This system determines requirements and distributes equipment without distinction to component. Air Force Reserve and Air National Guard units are equipped comparably to their Active counterparts in all areas. The distribution system is designed to support all users based on the Joint Chiefs of Staff mission priority system. The Chief of Air Force Reserve and the Director, Air National Guard, have both specifically stated, "...equipment shortages are in balance with the Active component" and that "shortages" are more in the area of qualitative aircraft improvements than actual shortfalls. The Air Reserve Components remain mission ready and are contributing operationally in all current contingency actions.

With the exception of the deployable Port Security Units (PSU) and Composite Naval Coastal Warfare Units (CNCWU), the Coast Guard Reserve trains with Active component equipment. Currently, replacement for PSU equipment is needed because the same equipment is used for both training and deployment missions. A training equipment suite specifically designated for training purposes is needed to maintain a high readiness posture for PSU personnel. Additional equipment requirements will be forthcoming with the establishment of three

additional PSUs and new CNCWUs. PSUs and CNCWUs directly support combatant CINC operation plans. The specialized equipment required by these units does not exist in the Active component inventory, so special procurement and funding initiatives are needed.

Service Equipment Acquisition

The Department of Defense goal is to ensure Reserve component units are manned, trained, and equipped to support the National Military Strategy, including the ability to respond to two nearly simultaneous major regional conflicts. Reserve component requirements should be included with the Active component requirements during the Service equipment and spare parts acquisition process. In terms of equipment, some items are purchased specifically for the Reserve components by the Active components in the normal budget cycle. The National Guard and Reserve Equipment appropriation (NGREA) allows the Reserve components another source of funding for equipment. Finally, other equipment comes to the Reserve components from the Active components through redistribution. Refer to the National Guard and Reserve Equipment Report (NGRER) for a detailed analysis of Reserve component equipment status.

Major Equipment Deliveries

Reserve component readiness and availability continue to be enhanced by new and modern equipment deliveries. New and modern equipment reduces the cost of repair and parts warehousing for older, non-supportable equipment. It also allows Reserve component personnel to train with and maintain equipment compatible to Active component units. Some items are purchased specifically for the Reserve components by the Active components. Other equipment comes from the Active component through redistribution. In addition, Congress, through the NGREA, provides the Reserve components with equipment outside the President's Budget Request. Table 5-1 shows the dollar value of selected major equipment wartime requirements and on-hand quantities for each Reserve component and compares required versus on-hand levels at the end of Fiscal Year 1995 and Fiscal Year 1996, including approval levels for Fiscal Year 1997.

Table 5-1
MAJOR EQUIPMENT ON-HAND
(Dollars in Millions)

Component	Year	Wartime Requirement	On-Hand	Percent On-Hand vs. Required
Army National Guard	FY 1995	35,415	29,720	84 %
	FY 1996	36,196	30,512	84 %
Army Reserve	FY 1995	6,624	5,331	80 %
	FY 1996	6,177	5,032	81 %
Naval Reserve	FY 1995	16,240	15,553	96 %
	FY 1996	17,379	16,040	92 %
Marine Corps Reserve	FY 1995	4,624	4,271	92 %
	FY 1996	5,080	4,638	91 %
Air National Guard	FY 1995	36,306	36,545	100 %
	FY 1996	32,983	32,846	100 %
Air Force Reserve	FY 1995	15,899	15,698	99 %
	FY 1996	13,143	13,131	100 %
Total	FY 1995	115,108	107,118	93 %
	FY 1996	110,958	102,199	92 %

Sources: Office of the Assistant Secretary of Defense for Reserve Affairs and the Reserve components.
Data as of September 30, 1996.

The Army National Guard received many new items of equipment in Fiscal Year 1996 through Department of the Army funding. Items delivered to the Army National Guard included M119A1 howitzers, palletized load system trucks, heavy equipment transporter trucks, squad automatic weapons (SAW), M16A2 rifles, and Single Channel Ground and Airborne Radio Systems (SINCGARS). The Army National Guard aviation received the following production aircraft in Fiscal Year 1996: three, C-23B Sherpas, 2 CH-47D Chinook helicopters, and twelve UH-60L Blackhawk helicopters The dollar amount received in Fiscal Year 1996 with service procurement funds was higher than in the past two years.

Army Reserve new equipment distribution was slightly less than previous years. The Army Reserve received the following equipment, in the quantities indicated, during Fiscal Year 1996 with service procurement funds:

- mine detectors 1,849
- chemical agent monitors 672
- heavy equipment tractors 75
- automatic grenade launchers 300
- HMMWVs 329
- SINCGARS 2,198
- protective masks 45,000
- squad automatic weapon 2,995
- heavy equipment trailers 210
- night vision goggles 213
- M16A2 rifles 20,000

Fiscal Year 1996 deliveries continued a robust redistribution program of major end items to the Naval Reserve that has been ongoing for the past few years. Redistribution of major equipment to the Naval Reserve over the past few years can be largely attributed to the overall drawdown of the Active component, and the assignment of new missions to the Reserve component. Equipment gained through redistribution from the Active component continued to modernize the force and increase overall readiness. Equipment deliveries included a Coastal Minehunter ship, two Mine Countermeasures ships, 22 F-5E aircraft, three F-5F aircraft, and four E-2C aircraft.

The Marine Corps Reserve received the most modern tank in its history in Fiscal Year 1996, as well as the following list of major new end items purchased with service procurement funds: M240G machine guns, M9 Combat Armored Earthmover, Hydraulic Wheeled Excavator, floating 70-ton ribbon set bridge, tray ration heater, modified sleeping bags, and assault climbing kits.

Limited new end items or systems were delivered to the Air National Guard in Fiscal Year 1996 with non-NGREA funds. Funding for the Air National Guard is from the same source as the Active component. The Air National Guard KC-135 aircraft received modernization upgrades. The C-130 aircraft received self-contained navigation systems, dual inertial navigation units, SINCGARS, microwave landing systems, night vision instrumentation systems, radar warning receivers, autopilot upgrades, chaff/flare dispenser systems, and ground collision avoidance systems.

In Fiscal Year 1996, the Air Force Reserve received two KC-135R engine kits, and two C-130H-3 aircraft as a result of congressionally added funds in Fiscal Year 1995. The level of major new end items received by the Air Force Reserve has declined over the past two years. This trend is not a reflection of any new Air Force, Department of Defense, or congressional influence, but does reflect a leveling of activity after a major redistribution of equipment that occurred in Fiscal Year 1994.

The Coast Guard Reserve was able to pur´-chase four PSU boats (25´ piranha), communications equipment, night vision goggles, outboard motors and spare parts, using non-recurring, end-of-year, reprogrammed funds. A $10 million shortage currently exists to begin purchase of PSU equipment suites for three new PSUs, with an additional $4.5 million shortfall remaining for recapitulation of the three existing units. The three new PSUs are being created in response to CINC requirements.

The NGREA provides the Reserve components with needed flexibility to meet priority equipment requirements. The primary drawback to NGREA is the uncertainty as to annual funding levels and funded items, making it difficult to plan a multi-year program. Figure 5-1 shows the type of equipment delivered to each Service as a result of NGREA funding. Table 5-2 provides an update on the NGREA, including approved levels for Fiscal Year 1997.

Figure 5-1
MAJOR EQUIPMENT ITEMS PURCHASED WITH NGREA FUNDS

Army National Guard
- 2.5 Ton Cargo Extended Service Program
- M-917A1 Dump Truck
- 5-Ton Trucks
- Night Vision Goggless
- Engagement Skills Trainers (ESTs)
- M-113A3 Upgrades
- Aviation Reconfigurable Manned Simulators (ARMS)

Army Reserve
- M-1000 Semi-trailer
- M-984A1 Wreckers
- 2-1/2 Ton Extended Service Program Truck
- AN/VVS-2(V)1A
- AN/TTC-39D
- AN/TRC-170(V3) Light Troop System
- Night Vision Goggles
- Mk-19 Machine Guns
- Laser Level Devices
- Paving Machine/Slope Control Device

Naval Reserve
- MIUW Surveillance Vans
- DC-9 Extended Range Fuel Tanks

Marine Corps Reserve
- Light Armored Vehicle Crew Interactive Simulation Trainer (LAV-FIST)
- Precision Gunnery System (PGS)
- M1A1 Modification Equipment
- CH 53E
- RTU for Avengers

Air National Guard
- A-10 Aircraft Video Tape Recorder (AVTR)
- F-15 Modifications
- F-16 NVGs, EWMS and EPLRS Upgrades

Air Force Reserve
- HC-130 Aircraft Radar Warning Receivers
- KC-135E APUs
- F-16 UDTU
- F-16 Situational Awareness Data Link
- F-16 C/D EWMS
- C-130H3 Simulator
- WC-130 AVAPs
- A-10 Electronic Warfare Mgt. System
- H-60 Integrated Defensive System
- F-16 MTT Visual
- A-10 Unit Training Device (UTD)
- C130 UTD Visual

Source: The Reserve components.
Data as of September 30, 1996.

Table 5-2
NATIONAL GUARD AND RESERVE EQUIPMENT APPROPRIATIONS
(Dollars in Millions)

Component	FY 1991	FY 1992	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997
Army National Guard	806	344	399	193	121	100	100
Army Reserve	71	104	32	126	133	90	115
Naval Reserve	659	384	131	147	108	40	202
Marine Corps Reserve	160	158	207	120	78	100	104
Air National Guard	648	558	414	340	245	260	219
Air Force Reserve	155	362	125	242	91	176	40
Total	2,499	1,910	1,308	1,168	776	766	780

Sources: DoD Comptroller and the Reserve components.
Data as of September 30, 1996.

Major equipment transfers from the Active component to the Reserve components has lessened as the drawdown nears completion. This effect has reduced the Fiscal Year 1996 list of equipment transferred to the Reserve components. Figure 5-2 represents the major end-items transferred from the Active component to the Reserve components. It is imperative that the Reserve components be able to fight along side their Active component counterpart and survive. The Reserve components must be compatible with their Active components. Army National Guard aviation received AH-64A Apache, CH-47D Chinook, UH-60A Blackhawk, and UH-1H Iroquois helicopters and support equipment from the Active forces as part of the Retro-Europe and Active component draw down. The realignment of the Army National Guard and the Army Reserve also caused a migration of modernized aircraft and equipment into National Guard combat units. Although equipment transfers from the same Service component is the norm, the Marine Corps Reserve received M1A1 tanks through redistribution from the U.S. Army.

Equipment Modernization and Conversion Programs

Modernization continues to occur, as older equipment such as M-60 tanks are replaced with newer, more capable tanks such as the M-1 and M1A1. The Army National Guard completed modernization of the Enhanced Brigades with M1A1 Abrams tanks in Fiscal Year 1996. In Fiscal Year 1998, the first Army National Guard division will receive M1A1 tanks. The Enhanced Brigades were given Bradley Fighting Vehicles in Fiscal Year 1996. The first Army National

Figure 5-2
MAJOR EQUIPMENT TRANSFERRED FROM ACTIVE COMPONENT TO RESERVE COMPONENT

Army National Guard
- C-12 Cargo Airplane
- Armored Personnel Carriers
- Helicopters
- Towed Howitzers
- Self-Propelled Howitzers
- Anti-Tank Launchers
- Infantry Fighting Vehicles
- Recovery Vehicles
- M-1A1 and M-1IP Tanks
- Crane
- HMMWVs
- Night Vision Goggles
- Trucks

Army Reserve
- Rough Terrain Cranes
- HMMWVs
- Dozer
- Recovery Vehicle
- Tanker
- Kitchen Trailer
- Trucks
- Semi-Shop Trailer
- Excavators

Naval Reserve
- Mine Countermeasures Ships
- Coastal Mine hunter
- Mine Countermeasures Control Ship
- F-5F Aircraft
- E-2C Aircraft
- F-5E Aircraft

Marine Corps Reserve
- M1A1 Tanks, from U.S. Army

Air National Guard
- Medical X-Ray Systems

Air Force Reserve
- KC-135R Aircraft Engine Kits
- O/A-10A Aircraft

Coast Guard Reserve
- Not Applicable

Source: The Reserve components.
Data as of September 30, 1996.

Guard division is scheduled to receive the Bradley Fighting Vehicles in Fiscal Year 1997. The Army National Guard purchased an additional 98 upgraded M113A3 Armored Personnel Carriers in Fiscal Year 1996, as well as fielded the Multiple Launch Rocket System (MLRS) to a sixth battalion. Two additional MLRS battalions are scheduled in Fiscal Year 1997, and two in Fiscal Year 1998, for a total of 10 battalions. Three Army National Guard field artillery battalions received the M119A1 howitzer in Fiscal Year 1996. SINCGARS were fielded to three Enhanced Brigades as well as numerous company level units in Fiscal Year 1996. The SINCGARS fieldings are scheduled to continue through 2001. The Army National Guard is currently undergoing several major equipment conversions that will continue into the next century. In Fiscal Year 1996, numerous units converted from the M11P Abrams tanks to the M1A1 tanks; the Armored Personnel Carriers to Bradley Fighting Vehicles; M110 8-inch howitzers to the Multiple Launch Rocket System (MLRS); VCR-12/46 series radios to the new SINCGARS radios; and, .45 caliber pistols and M16A1 rifles to the new M9 pistols and M16A2 rifles. In Fiscal Year 1997, some of the same conversions will be underway, as well as conversion of HAWK and CHAPARRAL Air Defense Artillery Battalions to AVENGER/ MANPADS. The Army National Guard funded the research and development of the new 714 engine which is a major part of the Improved Cargo Helicopter, and funded the development of the first two prototypes of the Improved Utility Helicopter, ensuring the relevancy of these fleets well into the 21st century.

Army Reserve equipment was modernized to improve combat readiness in combat support and combat service support units in Fiscal Year 1996. Some of this equipment was purchased with NGREA funds. In Fiscal Year 1996, the Army Reserve converted 100 heavy expanded mobility tactical trucks to improved common bridge transports. The Army Reserve converted 26 guided missile equipment carriers and 21 smoke generator carriers to full-tracked cargo carriers and the next generation of smoke generator carriers, respectively.

The Naval Reserve continues to place strong emphasis on equipment modernization in order to meet training and mobilization requirements. The Naval Reserve goal is seamless integration with Active component units. As a result, acquiring equipment of equal compatibility has received a high priority over the past few years. Drawdown of Active units has made newer excess equipment available for modernization of Reserve inventories. A prime example of this was the complete transition of maritime patrol aircraft from the P-3B to P-3C. Fiscal Year 1996 brought the Naval Reserve to the forefront of mine warfare with the addition of the Coastal Minehunter and Mine Countermeasure ships. This capability will increase as additional Mine Countermeasure ships are added in Fiscal Year 1997. The Naval Reserve received the *USS Inchon* (MCM-12) from the Active component in Fiscal Year 1995. The ship was overhauled and converted to a Mine Countermeasures Control Ship (MCS). This ship will work with MHC and MCM ships and Helicopter Mine Countermeasure (HM) squadrons to form the cornerstone of the mine warfare mission.

The Marine Corps received new replacement M240G machine guns, night vision goggles, full tracked tractors, and family of tactical quiet generators. A conscious effort is made to ensure that the Marine Corps Reserve continues to receive equipment simultaneously with the Active component. Equipment allowance conversions were unnecessary in the Marine Corps Reserve as no Reserve units changed designations.

Air National Guard intra-theater airlift missions have received multiple fleet modernizations for various C-130 aircraft. The A-10 modernization program includes a standardized night vision goggle, electronic warfare management system, improved global positioning system, a new aircraft video tape recorder, on board oxygen generating system, and data link capability. The F-16 modernization program includes night vision cockpit modifications, electronic warfare management system, situation awareness data link, enhanced position location reporting system upgrade, high speed anti-radiation missile targeting system component, smart weapons integration,

miniature air launch decoys, on board oxygen generating system, enhanced force control computer, enhanced global positioning system, and low altitude navigation targeting infrared for night targeting capability. Various versions of the F-15 will be modified for a secondary power upgrade, internal countermeasures system, and a new radar warning receiver. The B-1 modernization has already started with the installation of conventional bomb modules in Fiscal Year 1996.

As part of the Air Force Total Force Policy, all Air Force Reserve aircraft are normally included in modernization efforts. However, due to monetary cutbacks in the Air Force modernization program over the past few years, the Air Force and Air Force Reserve are being forced to consider which aircraft receive modernization. Regardless of the delays, it is the Air Force goal to maintain full mission compatibility with the Active component. With congressional support, the Air Force Reserve has focused its modernization efforts on:

- Night operations capability for F-16, A-10, and C-130
- Data links to the digital battlefield of the future
- Precision munitions capability of the F-16 aircraft
- Self-protection electronic warfare capabilities across the fleet

In Fiscal Year 1996, the Air Force Reserve has been able to continue its Reserve upgrading initiatives, such as radar warning receivers for C-130 aircraft, auxiliary power units for KC-135 aircraft, and new initiatives to upgrade core F-16 and A-10 avionics. In Fiscal Year 1996, the Air Force Reserve started converting their F-16 aircraft in Fort Worth, Texas, and Homestead ARB, Florida, A/OA-10 aircraft in New Orleans, Louisiana, and KC-135 at March ARB, California. The Air Force Reserve also activated an associate AWACS unit at Tinker AFB, Oklahoma; activated a KC-135 associate unit at McConnell AFB, Kansas; and activated the OA-10 school at Barksdale AFB, Louisiana.

In the Coast Guard Reserve, a major refurbishment was accomplished on the current inventory of transportable port security boats (TPSBs) in order to extend their service life. Additionally, new communications equipment was purchased for TPSBs and command centers which provide necessary secure voice command capability.

Equipment Modification Programs

Modification of existing Reserve component equipment is an important program for upgrading mission capabilities, and compatibility with Active component equipment. Equipment modification programs increase survivability, reliability, maintainability, and safety. To ensure compatibility with the Active component, greater reliance on equipment modification programs is required due to budget reductions. In both Active and Reserve components, these requirements are often funded through offsets to existing programs.

The Army National Guard funded a program to upgrade armored personnel carriers and the family of medium tactical vehicles. The Army Reserve upgraded the bulldozer, the rough terrain cargo handler, and the 2.5 ton cargo truck through their Depot Maintenance program. The Army National Guard and the Army Reserve continue to identify equipment that will require modification, overhaul, or extended service program over the next six to seven years.

Some Naval Reserve equipment modifications are funded through Navy procurement Appropriations, while others are accomplished through NGREA. In Fiscal Year 1996, NGREA funding was provided to upgrade Naval Reserve F/A-18 aircraft. Mobile Inshore Undersea Warfare (MIUW) units continue to upgrade their surveillance and communication capabilities through NGREA. Two modified MIUW vans were delivered in Fiscal Year 1996. These upgraded vans provide a significant increase in capabilities for the MIUW and harbor defense

missions. Modification of C-9 aircraft communications and navigation equipment to meet current standards was initiated with NGREA funds. The Marine Corps Reserve modification program resulted in improvements to the M198 howitzer and the international standardization bed for all 5-ton vehicles.

The Air Force Reserve modifications included radar warning receivers for C-130 aircraft; auxiliary power units for KC-135 aircraft; upgraded F-16 and A-10 avionics; and precision guided munitions.

Major Equipment Shortages

Major equipment shortages are being met through a combination of redistribution, procurement, and repair of unserviceable items. Figure 5-3 lists equipment shortages for each applicable Reserve component, to include funded and unfunded items. Early deploying units, with the exception of some units within the Reserve components of the Army, have virtually all of their most critical items.

Figure 5-3
MAJOR EQUIPMENT SHORTAGES

Army National Guard
- 5-ton tractor and cargo vehicles
- 10-ton trucks
- D7 Dozers
- M915 Tractors
- Ground-based radar
- 5K fuel trailers
- Stinger missiles
- Night vision goggles
- HMMWVs
- SINCGARs
- NBC equipment
- Communications/electronics equipment
- UH-60 A/L Helicopters
- OH-580 Helicopters
- AH-64D Helicopters

Army Reserve
- Communications/electronics equipment
- Medical equipment
- Power generation equipment
- Water purification equipment
- Combat support equipment
- Line haul tractors

Naval Reserve
- F/A-18 Aircraft upgrades
- C-9 Aircraft replacement
- P-3 Aircraft upgrades
- C-9 Aircraft upgrades
- F-14 Aircraft upgrade program
- SH-60B Aircraft
- Physical security equipment
- Video teletraining equipment
- Aircraft training equipment
- Emergency ordnance disposal equipment

Marine Corps Reserve
- CH-53E
- Night vision equipment
- Anti-tank weapons launchers
- Night tracking equipment
- Computer equipment

Air National Guard
- P-23 Crash Rescue Fire Trucks
- P-19 Crash Rescue Fire Trucks
- P-28 Heavy Rescue Trucks
- M1097 HMMWVs

Air Force Reserve
- No unique equipment shortages

Coast Guard Reserve
- Outboard motors
- Communications electronics equipment
- Navigation equipment
- Night vision equipment
- Weapons equipment and support kits
- Boat equipment kits
- Power generation equipment
- Medical kits
- Administrative support kits
- Outlifting gear
- Tents

Source: The Reserve components.
Data as of September 30, 1996.

Obsolete or Incompatible Equipment

Obsolete or incompatible equipment will continue to exist in the Reserve components despite persistent efforts by the Services. This is of great concern within the Department of Defense. The Reserve components encounter varying degrees of tactical, logistical support, and communications incompatibility with Active component equipment. While some equipment types or models are less capable than the newest items operated by the Active component, they are not a detriment to the completion of assigned missions. Redistribution and NGREA funds have been utilized to help upgrade and modernize Reserve component equipment over the past few years. This was partly due to the availability of surplus equipment generated during the Active drawdown. In programs where equipment is not available for redistribution, acquisition of new equipment will become the primary method of avoiding obsolescence. Any NGREA funding will be utilized to the greatest extent possible to fund modifications and improve the compatibility of Reserve component equipment. Figure 5-4 lists obsolete or incompatible equipment in the Reserve components during Fiscal Year 1996.

Logistics Automated Management System

Logistics automated management systems continue to be implemented or upgraded in the Reserve components. Providing capability and jointness at the local level through the use of microcomputers is a Department of Defense goal. The Army National Guard Standard Army Retail Supply System (SARSS) has been fielded to 16 states, with the remaining states receiving the system in Fiscal Year 1997. The Unit Level Logistics System (ULLS) for ground units has been completed, with the ULLS for aviation units scheduled to be completed in Fiscal Year 1998. The Army Reserve continues to run two

Figure 5-4
OBSOLETE OR INCOMPATIBLE EQUIPMENT

Army National Guard
- M-113A2 armored personnel carriers
- Early series M1 main battle tanks
- Early series D-7 bulldozers
- 60-ton capacity heavy equipment transporter
- Commercial utility cargo vehicles
- Gasoline powered generators
- 12-Series tactical FM radio systems
- Communications/electronics equipment (Echelon above and below Corps)
- Early series M2 Infantry Fighting Vehicles

Army Reserve
- U-21 Aircraft
- Old water craft (tugs, floating cranes, boats)
- 60-ton capacity heavy equipment transporter
- Early series medium tactical trucks and trailers
- M-880 series maintenance contact trucks
- Old construction engineer equipment
- 12-Series tactical FM radios systems
- Various items of old CSS equipment
- Communications/electronics equipment (Echelon above and below Corps)

Naval Reserve
- Some models of Reserve aircraft are not logistically supportable on deployed Active Component aircraft carriers.

Marine Corps Reserve
- M-88A2 recovery vehicle
- RH-53D
- Some communications equipment

Air National Guard
- AE-24U-8 turbine powered generators

Air Force Reserve
- Auxiliary power units for KC-135 aircraft
- KC-135E engines (upgrade to KC-135R required)
- Communications and televideo systems

Coast Guard Reserve
- Port security equipment

Source: The Reserve components.
Data as of September 30, 1996.

internal logistics programs: Center Level Application Software (CLAS) and Automated Support Activity Program (ASAP). CLAS provides limited unit level logistics operation, and ASAP is used in the Area Maintenance Support Activities (AMSA) to manage shop operations, manpower, and workload reporting. The Naval Reserve supports two logistics information systems: the Controlled Equipage Inventory System (CEIS) and the Joint Aviation Logistics Information System (JALIS). Both the Marine Corps Reserve and the Air National Guard have fielded automated logistic systems which are interoperable with Active systems. Logistic support for the Coast Guard Reserve PSU equipment will be migrating to the CM Plus system in Fiscal Year 1997.

Depot Maintenance

In Fiscal Year 1996, over $300 million dollars of unfunded Depot Maintenance requirements were identified in the Reserve components. Total success of the Reserve components during major and minor conflicts is dependent upon adequate funding for Depot Maintenance to ensure readiness and sustainability. The Reserve components must not only be prepared to fulfill their mission of augmenting, reinforcing, and reconstituting during conflicts, but to integrate and train with Active forces during peacetime. Pushing Reserve component unfunded Depot Maintenance backlogs into the future outyears could result in grounded aircraft, vehicles unable to accomplish their war-time mission, and ships unable to get underway, unless additional funding is provided for Depot Maintenance. This shortfall in Depot Maintenance funding is one of the most critical challenges the Department of Defense will face in the near future. Unaddressed, this can easily become a "war stopper" because it degrades training, diminishes sustain-ability, and reduces readiness for early deploying units. Table 5-3 lists the Reserve components unfunded Depot Maintenance costs.

Organizational Maintenance

The Army National Guard uses preventive maintenance methods to counter and offset organizational maintenance backlogs, caused in many instances by a decrease in the technician work force. Initiatives to counter organizational maintenance backlogs include enhancing the training and production of available technicians. The cross-training of personnel within the maintenance related military occupational specialty allows flexibility in assigning personnel to repair equipment. In support of the "first to fight" methodology, resources are committed to earliest deploying units. As time and resources permit, other equipment and units receive necessary maintenance and support.

Army Reserve Regional Support Commands

Table 5-3
UNFUNDED DEPOT MAINTENANCE REQUIREMENTS
(Dollars in Millions)

Component	FY 1996	FY 1997
Army National Guard	199	216
Army Reserve	55	43
Naval Reserve	40	109
Marine Corps Reserve	6	3
Air National Guard	12	53
Air Force Reserve	0	28
Total	312	452

Source: Office of the Assistant Secretary of Defense for Reserve Affairs.
Data as of September 30, 1996.

(RSCs), Regional Support Groups (RSGs), and Direct Reporting Commands (DRCs) have taken a number of steps in Fiscal Year 1996 to reduce the organizational maintenance backlog. RSCs and ARCOMs have used contract labor, overtime, cross-leveling of work and personnel, and Active Duty for Training and Active Duty for Special Work to effect this reduction. The Army Reserve's future efforts in alleviating its organizational maintenance backlog include one-stop maintenance operations within the same Area Maintenance Support Activities/Equipment Concentration Site, and the use of combat service support units to augment current efforts.

The Naval Reserve utilizes preventive methods to counter and offset existing organization maintenance backlogs. The Marine Corps Reserve has some organizational maintenance backlog.

Air National Guard Contract Field Teams (CFT) have been initiated to handle the increasing maintenance workload of F-15 A/B F100-PW-100 engines and airframes. No additional maintenance support assets have been programmed to handle increased operations for cargo/tanker aircraft. Deliveries of the Enhanced Diagnostic Aid (EDNA) began in April 1996 for the F-16 aircraft. EDNA replaces the memory load verifier and will reduce the maintenance workload by approximately 50 percent.

The Air Force Reserve is not able to resource their maintenance backlog without additional funding. For Fiscal Years 1997 and 1998, the Air Force Reserve will be less than 80 percent funded, resulting in backlogs of $90 million in Fiscal Year 1998.

In Fiscal Year 1997, the Coast Guard will standardize maintenance logistics and develop an Operational Logistic Support Plan. It is expected that backlogs will be resourced in Fiscal Year 1997 or first quarter Fiscal Year 1998.

Equipment Retrograde Programs

The European phase of the equipment retrograde programs that was part of the downsizing effort in Europe ended in Fiscal Year 1996. Vehicles, helicopters, equipment, and ammunition were realigned within the Services or returned to the Continental United States for Reserve component use. Active component force reductions in Europe and elsewhere have increased the number and speed at which M1A1 tanks and Bradley fighting vehicles are cascading into the Army National Guard. The Army National Guard also received other vehicles from the Retrograde Europe (RETROEUR) repair program such as M88A1 recovery vehicles, HMMWV's, 5-ton trucks, and trailers. Due to the overflow Active component combat equipment being fielded to the Army National Guard, the Enhanced Brigades can maintain pace with their Active component counterparts. All the Enhanced Brigades have M1A1 Abrams tanks and 50 percent have the M1A2/M3A2 Bradley fighting vehicle. The remaining brigades have the older version M2A0/M3A0 Bradley fighting vehicle.

The Army Reserve participated in the RETROEUR program by repairing rolling stock end items in Army Reserve repair shops. The Army Reserve will accept as many end items for repair as the Department of the Army can provide if it is the ultimate recipient of that completed product. The Army Reserve received 478 items in Fiscal Year 1995 and 58 items in Fiscal Year 1996 to repair and retain. The key items contributing to the continuing improvement in Army Reserve equipment on-hand readiness have been HMMWV's, semi-trailers, bulldozers, and forklifts. From June 1994 through May 1996, the Army Reserve had an average of 68 to 71 percent of its units rated ready for war. Unit readiness continues to improve as a result of equipment redistribution.

Future Issues

With the increased use of the Reserve components, equipping the Reserve components continues to be a high priority. By utilizing the Reserve component equipping strategy, Reserve units provide a compensating leverage to provide greater capability at lower costs as the size and number of Active forces are drawn down. It is important to maintain this progress and commitment to strong Reserve components now and in the future.

Facilities

6

The funding available to DoD and the Reserve components is insufficient to maintain or renew today's Reserve component $40 billion physical plant. Consolidation and joint-use of facilities by multiple services or components must be maximized if we are to provide adequate facilities without impacting training and/or readiness."

Bob Greene, Director of Facilities
Office of the Assistant Secretary of Defense for Reserve Affairs

Introduction

The Reserve components are operating and maintaining more than 34,000 buildings in more than 4,000 communities in an environment of diminishing and constrained resources. As military construction (MILCON) Appropriations for the Reserve components continue downward, the Reserve components are attempting to consolidate units into the most modern and cost effective facilities and to dispose of others. In some cases, prior-year BRAC Commission decisions gave the Reserve components better facilities than they had prior to their relocation. Adequate facilities enhance morale, improve recruiting and retention, and upgrade mission readiness.

Reserve Component Facilities

Reserve component facilities are directly affected by drawdowns, mission changes, and new missions. Unit readiness can be adversely impacted by inadequate facilities. Efficiencies can be gained by the joint use of facilities. The Reserve components and Office of the Secretary of Defense encourage joint facility use through the Joint Service Reserve Component Facility Board in each state. These boards evaluate every proposed military construction project to ensure joint use is considered. The success of this emphasis is evident by more than 900 joint use facilities being managed by the Reserve components.

While military facilities continue to decline, the impact of future force structure changes and base closures is uncertain. The Army National Guard inventory of inadequate facilities continues to grow. For example, in Fiscal Year 1994, 47 percent of their facilities were considered inadequate; in Fiscal Year 1996, 57 percent of their facilities were considered inadequate, a ten percent increase. Forty-five percent of the Army Reserve's facilities are considered inadequate, a figure that has remained constant since Fiscal Year 1993. The average age of Naval Reserve structures is 43 years and Marine Corps Reserve structures average 35 years. Aging and inadequate facilities are being run with minimum Operation and Maintenance (O&M) funds and could become so inadequate that they may pose health and safety problems and must be closed. This could result in readiness degradation. During Fiscal Year 1997, the Air Force will continue the transfer of approximately $200 million worth of facilities in Fort Worth, Texas to the Naval Reserve. This transfer will help offset the Naval Reserve planned closures of approximately $290 million in facilities in Fiscal Year 1997. Table 6-1 shows Fiscal Year 1995 and Fiscal Year 1996 comparisons on Reserve component facilities.

Military Construction

The prospective on current and future Reserve component military construction is bleak. The number of military construction projects for Reserve components has steadily decreased as have military construction Appropriations. Funding and approved projects have declined faster than requirements. For example, in Fiscal Year 1994, the Army National Guard received funding for 99 projects and the Air National Guard 131 projects. In Fiscal Year 1996, these same Reserve components received funding for 30 and 71 projects respectively, and the trend for Fiscal Year 1997 continues its downward spiral. In recent years, military construction (MILCON) Appropriations were more than the President's budget request. Without the congressional add-on projects, the MILCON backlog would continue to escalate and the Reserve components would continue to operate and maintain antiquated facilities and infrastructure. Army Reserve facilities are deteriorating at an increasing rate because of inadequate MILCON resources to accomplish minimum essential revitalization. The Naval Reserve received funds for three projects in Fiscal Year 1996, and the Marine Corps Reserve received funds for one. The past and projected Marine Corps Reserve funding allocation will not keep pace with the requirement for replacement facilities. The Air Force Reserve gained four older and larger bases and lost three smaller bases during the four rounds of BRAC. Yet, Air Force Reserve MILCON has consistently decreased. Inadequate and/or substandard facilities does have a negative impact on morale, and causes increased attrition with a resultant lowering of unit combat readiness. Table 6-2 reflects funds

Table 6-1
RESERVE COMPONENT FACILITIES

Component	FY	Total Facility Locations	Number of Separate Communities	Number of Bldgs and Structures	Average Age of Structures	Value of Facilities (in Millions)	Percent Considered Inadequate	Number Jointly Used
Army National Guard	95	3,286	2,670	22,529	35	$ 15,000	55 %	406
	96	3,293	2,677	23,362	35	$ 15,500	57 %	408
Army Reserve	95	1,395	853	2,768	31	$ 3,600	45 %	103
	96	1,372	816	2,862	32	$ 3,600	45 %	107
Naval Reserve	95	221	200	1,495	43	$ 4,200	17 %	142
	96	216	195	1,837	44	$ 4,000	23 %	140
Marine Corps Reserve	95	191	188	587	34	$ 800	25 %	164
	96	188	178	580	35	$ 840	35 %	114
Air National Guard	95	175	175	5,565	37	$ 9,800	52 %	97
	96	175	175	5,591	37	$ 10,200	53 %	97
Air Force Reserve	95	62	62	963	27	$ 5,060	50 %	61
	96	67	67	1,154	29	$ 6,260	36 %	62
Totals	95	5,330	4,148	33,907		$ 38,460		973
	96	5,311	4,108	35,386		$ 40,400		928

Source: The Reserve components.
Data as of September 30, 1996.

Table 6-2
MILITARY CONSTRUCTION FUNDING
(Dollars in Millions)

	FY 1994		FY 1995		FY 1996		FY 1997	
	Dollars	Projects	Dollars	Projects	Dollars	Projects	Dollars	Projects
Army National Guard		99		60		30		15
MILCON Request	51		10		18		8	
MILCON Appropriation	295		188		137		76	
Army Reserve		10		4		12		8
MILCON Request	82		8		43		48	
MILCON Appropriation	100		57		73		55	
Naval/Marine Corps Reserve		18		6		4		11
MILCON Request	21		2		8		11	
MILCON Appropriation	24		23		19		38	
Air National Guard		131		87		71		48
MILCON Request	146		123		86		75	
MILCON Appropriation	241		249		171		192	
Air Force Reserve		22		18		9		16
MILCON Request	52		28		27		52	
MILCON Appropriation	73		57		37		53	
Totals		280		175		126		98
MILCON Request	352		171		182		194	
MILCON Appropriation	733		574		437		414	

Note: Not applicable to the Coast Guard Reserve.
Source: Office of the Assistant Secretary of Defense for Reserve Affairs.
Data as of September 30, 1996.

requested and appropriated for Reserve component MILCON. The Reserve components are concerned that facilities to support expanding mission requirements will further cut into already constrained MILCON funding.

Construction Backlog

Construction backlog continues to run in the billions of dollars for three of the seven Reserve components. Congressional support in the way of add-on projects has kept the backlog from increasing. Congressional add-ons come out of the Total obligation authority (TOA) for other vital DoD mission areas, thereby jeopardizing our balanced force and Defense programs. However, future force structure changes and new missions will impact the MILCON funding requirements for the Reserve components, and will affect their ability to decrease the backlog. In fact, no significant reductions to the backlog are seen in the out years since the Reserve components MILCON budgets continue to be constrained through the Future Years Defense Plan (FYDP). Table 6-3 shows the MILCON backlog in billions of dollars.

Table 6-3
MILITARY CONSTRUCTION BACKLOG
(Dollars in Billions)

	FY 1995	FY 1996	FY 1997
Army National Guard	3.0	4.0	4.0
Army Reserve	1.9	1.9	1.9
Naval Reserve	0.4	0.4	0.4
Marine Corps Reserve	0.067	0.087	0.125
Air National Guard	1.3	1.45	1.9
Air Force Reserve	0.441	0.510	0.599
Total	7.108	8.347	8.924

Note: Not applicable to Coast Guard Reserve.
Source: The Reserve components.
Data as of September 30, 1996.

Facilities Investment Strategy

Force structure changes, organizational changes, relocations, consolidations, new or modernized equipment, and new missions impact on facilities requirements. The current facilities investment strategy for the Reserve components combines renovation, replacement, additions, and leased space. The goal is to eliminate space deficiencies in 25 years and plant renewal in 50 years. The Air Force introduced a new investment strategy based on the most urgent needs as provided by an integrated priority list of all Active, Air National Guard, and Air Force Reserve MILCON projects. Reflecting tough trade-offs that had to be made, the funding priorities focus on core modernization of selected weapons systems, readiness and sustainability of the bottom-up review force structure, and quality of life. Similar to the Air Force, Air National Guard and Air Force Reserve MILCON requirements could not be fully supported within the constrained funding levels.

Real Property Maintenance

The operation and maintenance (O&M) account funds the repair and maintenance of existing facilities and infrastructure. Reserve components typically give Real Property Maintenance (RPM) a lower priority than environmental concerns, operations, travel, base operations, and training which all compete within the O&M account. Unless funded adequately, RPM will remain problematic for most of the Reserve components. The combined effects of under funding RPM, and insufficient MILCON funding for revitalization, are increasing the rate of facilities deterioration. It will be a challenge for the Army National Guard to adequately maintain the first two of four BRAC sites they are inheriting because of less than adequate funding. In Fiscal Year 1996, the level of RPM funding for the Army Reserve was approximately 50 percent of the requirements. Of the 188 Marine Corps Reserve Training Centers under Marine Corps cognizance, 41 were built between 1903 and 1949, 32 are of 1950's vintage, and 39 were built in the 1960's. Because of their age and deteriorating condition, many of these facilities are considered to be substandard when compared to modern design and construction. The Backlog of Maintenance and Repair (BMAR) for the Air National Guard in Fiscal Year 1996 was approxi-

mately 500 million dollars, the highest of the Reserve components. Over the years, funding applied to reduce the backlog has not kept pace with the growth of BMAR. As RPM requirements continue to be deferred, a bow-wave effect is created year to year. Table 6-4 shows the slow, but steady increase in the BMAR. Table 6-5 reflects Real Property Maintenance and Repair funding.

Table 6-4
BACKLOG OF MAINTENANCE AND REPAIR (BMAR)
(Dollars in Millions)

	FY 1995	FY 1996	FY 1997
Army National Guard	237.5	247.0	322.5
Army Reserve	147.0	181.0	258.0
Naval Reserve	243.0	252.7	303.2
Marine Corps Reserve	1.2	1.9	2.3
Air National Guard	488.7	468.0	468.2
Air Force Reserve	156.4	135.0	124.0
Total	1,273.8	1,285.6	1,478.2

Note: Not applicable to Coast Guard Reserve.
Source: The Reserve components.
Data as of September 30, 1996.

Table 6-5
REAL PROPERTY MAINTENANCE AND REPAIR FUNDING
(Dollars in Millions)

	FY 1995	FY 1996	FY 1997
Army National Guard	175.6	225.6	134.0
Army Reserve	98.3	46.6	79.5
Naval Reserve	51.4	51.7	56.8
Marine Corps Reserve	4.7	6.4	14.0
Air National Guard	91.0	100.6	124.3
Air Force Reserve	53.0	55.0	48.0
Total	474.0	485.9	456.6

Note: Not applicable to Coast Guard Reserve.
Source: The Reserve components.
Data as of September 30, 1996.

Impact of Base Closures

Although there are numerous changes that impact the Reserve components as a result of previous years' Base Realignment and Closure Commission decisions, there were no significant impacts during Fiscal Year 1996. On October 1, 1996, command and control of Fort Pickett, Virginia, was transferred from the Army Reserve to the Army National Guard. On that same date, the Army National Guard took command and control of Fort Chaffee, Arkansas. In the two succeeding years, the Army National Guard will take control over Fort Indiantown Gap, Pennsylvania, and Fort McClellan, Alabama. Army Reserve enclaves will be established at the following installations scheduled to close: Fort Dix, New Jersey; Fort Hunter-Liggett, California; Fort Totten, New York; Camp Kilmer, New Jersey; Camp Pedricktown, New Jersey; Fitzsimons Army Medical Center, Colorado; Oakland Army Base, California; Kelly Support Center, Pennsylvania; Odgen Defense Depot, Utah; and, Fort Missoula, Montana.

The following Naval Reserve facilities are being closed due to previous BRAC decisions: Naval Air Station, South Weymouth, Massachusetts; Navy and Marine Corps Reserve Center (NMCRC), Huntsville, Alabama; NMCRC, Stockton, California; NMCRC, Santa Ana, California; NMCRC, Pomona, California; NMCRC, Cadillac, Michigan; NMCRC, Staten Island, New York; NMCRC, Laredo, Texas; NMCRC, Sheboygan, Wisconsin; Naval Air Reserve Center (NARC), Olathe, Kansas; Naval Reserve Readiness Center (NRRC), Region 10, New Orleans, Louisiana; and, NRRC, Region 7, Charleston, South Carolina.

In Fiscal Year 1997, Naval Air Station, South Weymouth, Massachusetts, is scheduled to close. This requires the relocation of two Marine Corps Reserve air wing units. No BRAC MILCON was provided for the relocation of these units and a funding request was made in the Fiscal Year 1998 budget.

On April 1, 1996, March Air Force Base, California, realigned as March Air Reserve Base, transferring 2.3 million square feet of facilities with an average age of 37.1 years to the physical plant. On September 30, 1996, Bergstrom Air Reserve Base closed and the flying unit was inactivated.

Future Joint Use

As funding resouces continue to decline, and as more bases and Reserve centers are closed, consolidation will occur. Consolidation is increasing the number of joint Reserve training facilities. As both the Active and Reserve components decrease in size, the probability of joint missions increase. All potential Reserve component MILCON projects are reviewed by each state's Joint Service Reserve Component Facility Board to determine if joint use is feasible or practical. Joint training is enhanced by joint facilities. When mobilized, the Services will fight as they are trained. The Reserve components have many joint-use initiatives planned or in progress. The Army National Guard forecasts the requirements and construction of nine joint-use facilities in various locations. The majority of these facilities are Armed Forces Reserve Centers being occupied by the Army Reserve and the Army National Guard, however, the Marine Corps Reserve and Air National Guard are shared users on occasion. The Army Reserve is planning to construct at least three joint-use facilities during the next six years, one in New Hampshire and two in Colorado. Of the 11 Naval Reserve Centers programmed for construction or additions between Fiscal Year 1998 and Fiscal Year 2003, five are joint-use projects. Although not the lead Service, the Marine Corps Reserve is currently involved in planning three new joint-use centers: Las Vegas, Nevada; Billings, Montana; and, Bedford, New Hampshire. The Army National Guard and Air National Guard have a joint medical training facility programmed for Birmingham Airport, Alabama.

Future Challenges

Lack of adequate funds to properly maintain, replace, or improve aging facilities is the Reserve components' biggest challenge. The inadequate funding levels for maintenance and repair cause premature aging and excessive deterioration of facilities which, in turn, leads to higher operating costs and accelerates the need for replacement. Inadequate facilities and supporting infrastructure degrades mission readiness, lowers morale, reduces recruiting and retention levels, and inhibits productivity and quality of work. The real challenge of constrained MILCON resources is to focus on the most critical requirements, and prudently manage construction programs to support readiness.

Another challenge for the Army National Guard is keeping facilities open. Poor funding is forcing a significant reduction in maintenance employees, winter closure of key training sites, and a postponement of emergency repairs.

The Army Reserve is trying to operate, maintain, and revitalize a relatively stable inventory of Reserve Centers and an increasing inventory of former Active installations in an environment of diminishing and constrained resources. The Army Reserve's strategy for meeting the challenge is fourfold: dispose of excess facilities, consolidate units into the best facilities, utilize BRAC enclaves whenever possible, and eliminate as many leased facilities as possible.

The Naval Reserve is developing a strategic plan to improve their facilities by 50 percent. The plan calls for investing their Real Property Maintenance funding more wisely. The facilities challenges facing the Marine Corps Reserve are the urgent requirements to execute unfunded BRAC relocations and to replace existing, aging facilities.

The Air National Guard faces simultaneous programmatic funding shortfalls in both MILCON and RPM. The Air National Guard has the oldest

facility inventory in the Air Force, and continues to receive weapons systems transferred from the Air Force without the requisite funding for facilities. As such, the Air National Guard's extensive maintenance, repair, and construction requirements continue to grow. In the past, the Air National Guard was able to fund its environmental compliance and new mission facility requirements and would defer current mission MILCON projects to the out-years. However, due to reduced MILCON budgets, even new mission MILCON requirements are having to be deferred. The "deferral" is a choice among competing requirements. Given the constrained funding profiles in the future, no improvements to reducing the MILCON and RPM backlogs are foreseen.

The Air Force Reserve's challenge remains finding funds to establish new missions and replace an expanding and aging physical plant in an environment of constantly shrinking budgets. The Air Force Reserve strategy is to more clearly identify their requirements during the budget process.

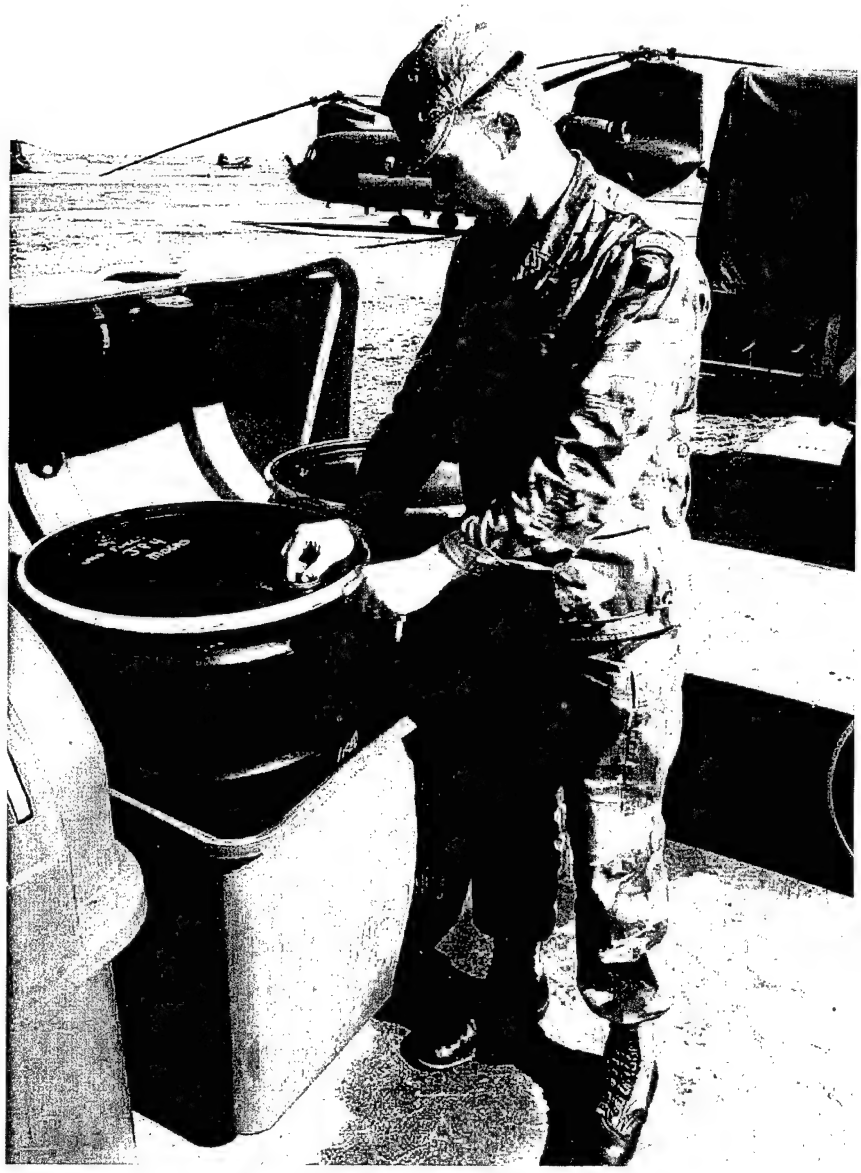
Many DoD mission areas have more requirements than funding. The key is finding an appropriate, cost-effective balance among competing requirements both Active and Reserve.

Environmental Programs

7

"The Defense Department must have an environmental program that protects our troops and families; that manages our training and living areas carefully; that fulfills our obligation to be good citizens to the community in which we live; and, that sets a good example to other militaries around the world."

The Honorable William J. Perry
Secretary of Defense



Introduction

The Reserve components are proud stewards of the nation's environment and are committed to continuing this stewardship. Environmental challenges continue to receive significant attention from the Reserve components. Funding of Reserve environmental issues has been in concert with funding for Reserve component training and readiness. The Deputy Under Secretary of Defense for Environmental Security directs the Department of Defense environmental security strategy. As members of the Defense Environmental Security Council, Reserve components emphasize programs in cleanup, compliance, conservation, and pollution prevention; safety and occupational health; fire prevention; training; and, technology. The Department of Defense environmental budget includes resources in the Environmental Restoration Appropriations; the Services and Defense Agencies' operations and maintenance, research and development, procurement, military personnel, and military construction Appropriations; BRAC accounts; the Defense Business Operations Account; the Environmental Security Technology Certification Program; and, the Strategic Environmental Research and Development program.

Environmental Funding

The Department of Defense budget included nearly $5 billion dollars for environmental programs in Fiscal Year 1996. Table 7-1 shows the Fiscal Year 1996 dollars dedicated to DoD environmental programs. Both Active and Reserve components benefit from this financial commitment. Continued strong funding of Reserve component environmental programs is critical to their continuing success. DoD policy addresses environmental security goals and guidance for each of the environmental security pillars. For clean-up DoD directs all components to: satisfy the requirements of enforcement agreements; complete, or have remediation in place for 50 percent of the high risk sites by Fiscal Year 2002, and 100 percent by Fiscal Year 2007; 100 percent of the medium risk sites by Fiscal Year 2011; and low risk sites by Fiscal Year 2014. Funding appropriated to Reserve component environmental programs in Fiscal Year 1996 is provided in Table 7-2.

The Army National Guard environmental program currently is less than one percent of the Guard's total budget. This may change in the future since all major training must have environmental documentation on record before the unit can conduct an exercise.

Table 7-1
DoD ENVIRONMENTAL SECURITY PROGRAMS
(Dollars in Millions)

Program	FY 1993	FY 1994	FY 1995	FY 1996	FY 1997
Restoration	1,639	1,965	1,482	1,413	1,333
Compliance	2,119	1,976	2,044	2,204	1,942
BRAC	488	532	624	717	777
Conservation	133	99	154	137	106
Pollution prevention	274	338	287	281	323
Technology	392	410	277	216	179
Total	5,045	5,320	4,868	4,968	4,660

Source: Office of the Deputy Under Secretary of Defense for Environmental Security (Program Integration).
Data from Fiscal Year 1997 President's Budget.

Based on limited funding, the Army National Guard's environmental program has had to push lower priority program requirements into Fiscal Years 1998 through 2003. Army National Guard installations have initiated agreements to lease or license several BRAC installations being vacated by the Active components. These actions have resulted in discussions as to who is responsible for the cleanup of past practices on the premises. While BRAC regulations make it clear that the Active component is responsible and that BRAC money funds clean-up for land going to other federal agencies or to be sold, it does not address land going to a Reserve component for the same use as it was, even if the land requires clean-up.

The Army Reserve environmental funding covers all hazardous waste disposal requirements necessitated by law; no executable high risk clean-up projects were left unfunded in Fiscal Year 1996. The Naval Reserve, likewise experienced no environmental funding shortfall. The Marine Corps Reserve expects to overcome its three million dollar environmental shortfall through a funding plus-up in environmental funding in Fiscal Year 1997. The Air National Guard environmental funding was adequate to cover compliance requirements. Additional funding, however, is needed for investment in pollution prevention projects such as source reduction and recycling equipment, as well as hazardous material disposal. Funding for all Air Force Reserve environmental programs is on target to ensure continued compliance.

Environmental Programs and Goals

The Reserve components' environmental programs comply with applicable laws, regulations, and policies, thereby minimizing the detrimental impacts of environmental violations. The specific environmental programs for each of the Reserve components are multifaceted, technology enhanced, result-oriented programs built upon three foundation elements: cleanup of the past contamination, compliance with present environmental laws and regulations, and pollution prevention in the future. Each of the Reserve components has an internal environmental directorate, division, or office that develops environmental programs to implement Service guidance, set priorities, and oversee funding. They also ensure compliance with the objectives of the environmental statutes and regulations.

Table 7-2
RESERVE COMPONENT ENVIRONMENTAL SECURITY PROGRAMS
(Dollars in Millions)

Program	Army National Guard	Army Reserve	Naval Reserve	Marine Corps Reserve	Air National Guard	Air Force Reserve
Restoration[1]	0.0	0.0	0.0	0.0	0.0	0.0
BRAC[2]	0.0	0.0	0.0	0.0	0.0	0.0
Compliance	53.4	31.8	8.8	2.9	17.9	14.7
Pollution prevention	2.8	2.0	4.7	0.0	0.8	3.5
Conservation	1.5	0.7	0.3	0.0	0.4	1.8
Technology	0.0	0.0	0.0	0.0	0.0	0.0
Total	57.7	34.5	13.8	2.9	19.1	20.0

Note:
1. All environmental restoration is funded in the Active Component's Central Environmental Restoration Account.
2. All BRAC environmental cleanup is funded in the Active Component's Central BRAC Account.

Source: Office of the Deputy Under Secretary of Defense for Environmental Security (Program Integration).
Data from Fiscal Year 1997 President's Budget.

The Army National Guard compliance goals are: upgrade or remove all 607 remaining non-compliant underground storage tanks by December 1998; complete all air emission tests in compliance with the Clean Air Act; and, upgrade all training site waste water treatment plants to meet Environmental Protection Agency (EPA) discharge standards. In the area of conservation, the Army National Guard is completing its Integrated Natural Resource Management Plans and Cultural Resource Management Plans consistent with DoD guidance. Pollution prevention at all Army National Guard installations will reduce overall solid waste generation by 50 percent in Fiscal Year 1999, using Fiscal Year 1994 as a base year. The Army National Guard will also initiate installation restoration program actions at all high relative risk sites by Fiscal Year 1998.

The Chief of the Army Reserve's environmental goals include: integrate environmental considerations into all Army decisions; prevent pollution at the source; protect and efficiently use natural and cultural resources; comply with environmental laws and regulations; and, clean-up installations at a pace consistent with available resources. Environmental initiatives include: staff Army Reserve organizations to meet environmental responsibilities; provide Army Reserve organizations with environmental automated information system capabilities; provide sufficient fiscal resources; improve environmental awareness at all levels; and, keep pace with the evolutionary nature of environmental laws and regulations.

The primary goals of the Naval Reserve in Fiscal Year 1996 were to reduce, eliminate, and/or upgrade as many underground storage tanks as operationally possible; reduce the quantity and number of hazardous materials used in operations; and, to purchase pollution prevention equipment.

The Marine Corps Reserve environmental goals included establishing environmental training for all units, performing Environmental Compliance Evaluations, and developing a Collateral Duty Environmental Managers Training Course. The Exercise Operational Training Course and the Hazardous Materials/Hazardous waste Operator's Course have already been implemented. Environmental projects for Fiscal Year 1996 included: installation of 19 oil/water separators; construction of 75 petroleum, oil, and lubricant buildings; removal of four underground storage tanks; and decontamination of ten pistol ranges.

In the area of environmental cleanup, the Air National Guard follows the Department of Defense guidance of cleaning up according to relative risk. Pursuing the goal of reducing Notices of Violation (NOVs), the Air National Guard has achieved an all time low number of NOVs. Since Fiscal Year 1993, the Air National Guard has reduced NOVs from 61 to 9 in Fiscal Year 1996. The Air National Guard has achieved its goals of reducing the amount of hazardous and solid waste generated and disposed of, while at the same time it increased the amount of materials recycled. An effort to move "beyond compliance" would require significant investment in pollution prevention.

The Air Force Reserve has already exceeded the 1999 Air Force goal of reducing hazardous waste disposal by 50 percent from the 1992 baseline. Hazardous waste has been reduced 65 percent. Air Force Reserve units have reduced municipal solid waste by 68 percent, already surpassing a 1997 goal of 50 percent. Likewise, purchases of the EPA designated 17 industrial toxic pollutants have declined 69 percent, surpassing the Air Force goal of 50 percent. Under the Defense Environmental Restoration Program, the Air Force Reserve expended 88 percent of their budget towards remediation, surpassing an established goal of 60 percent. Headquarters Air Force Reserve has arranged with the National Guard Bureau to conduct Joint Environmental Compliance Assessment and Management Program audits at installations where each is a major tenant. The results of two such audits show that the installations now have a unified program front for protecting the environment.

The Coast Guard Reserve does not have a Reserve component environmental program. The Active component is responsible for all environmental requirements at Coast Guard facilities where Coast Guard Reserves are stationed. Historically, the restoration appropriations have not been funded at a pace to keep up with the expanding environmental cleanup requirements of Active component units.

Environmental Initiatives and Innovations

The Army National Guard established a National Environment Database (NED) at Utah State University that links environmental and training information. With this database, both trainers and land resource managers will have the ability to integrate training missions with environmental considerations to provide safe, realistic training events that reduce or eliminate environmental impacts. The Army National Guard developed a process to incorporate all facets of the Geographic Information System (GIS) program, from research, program design, testing, and evaluation, to fielding and implementation. The Army National Guard also developed a computer software program that integrates Environmental Compliance Assessment System (ECAS) information into the Environmental Requirements Program.

The Army Reserve improved compliance and performance of wastewater systems. Contracts were awarded to private contractors to clean, maintain, upgrade, or replace oil-water separators. The Army Reserve also upgraded washracks to comply with stormwater and/or pretreatment requirements, or closed them if compliance could not be assured.

The Naval Reserve continues to work on reducing hazardous waste generation by minimizing the acquisition of hazardous materials. The Naval Reserve has purchased and installed pollution prevention equipment to reduce the use of hazardous materials, and has instituted a minimization program at all installations to consolidate hazardous materials and control their use.

In the Marine Corps Reserve Hazardous Waste Minimization and Recycling (HAZMAT) program, each unit maintains an inventory of chemicals at it's command and records the quantities that are used during each three-month period. Where available, units contract commercial degreasers from local vendors. Changing processes to use fewer hazardous and recyclable chemicals is constantly encouraged.

One Air National Guard pollution prevention initiative includes the purchase and use of parts and jet washers in place of solvent dip tanks for aircraft and vehicle maintenance shops. Using these washers, which use nontoxic environmentally friendly cleaning solutions, for cleaning aircraft and vehicle parts reduces hazardous waste disposal and reduces workers' occupational exposure to hazardous materials. In 1995, hazardous waste disposal dropped 40 percent from 1994 amounts. With the implementation of the Hazardous Material Pharmacy operation, which began in mid-1996, the disposal of hazardous substances will be further reduced.

Headquarters Air Force Reserve is purchasing Bicarbonate of Soda Stripping (BOSS) equipment for those units that currently use chemical strippers or other processes that generate large quantities of hazardous waste. BOSS equipment combines medium water pressure with injections of baking soda to remove paint, sealant, anti-skid, and other coatings. Eleven Air Force Reserve installations hosted a Pollution prevention Opportunity Assessment Workshops in Calendar Year 1996. These workshops familiarize personnel at all levels on an installation, from wing commander through shop workers, with the tools and techniques used to reduce the amount of hazardous material being consumed within any shop. Headquarters Air Force Reserve is contracting to have training on the Environmental Management Information System (EMIS) accomplished at each of its installations in support of the Hazardous Material Pharmacy operation.

Environmental Memoranda of Understanding

Memoranda of Understanding (MOU) are entered into between and among components, as well as with state and federal agencies, thus leveraging environmental resources. Examples of current environmental MOUs are as follows:

- The Army National Guard has entered into an MOU with six other federal agencies to share natural resource information.
- The Army Reserve has entered into an MOU with the U.S. Geological Survey to provide environmental technical support.
- The Naval Reserve entered into an MOU with the Air Force regarding the funding and management of the environmental restoration program at Naval Air Station, Fort Worth, Texas (formerly Carswell AFB). This MOU states that the Air Force will maintain all responsibility for the remediation program.
- The Air National Guard has a number of environmental MOUs to facilitate restoration programs. These MOUs are with the National Guard Bureau, U.S. Department of Transportation, Federal Aviation Administration, U.S. Army Corps of Engineers, and other state and local governments.

Environmental Fines and Violations

The Reserve components had few environmental fines and violations assessed in Fiscal Year 1996. The Army National Guard was assessed a total of $88,600 in fines as the result of one Notice of Violation (NOV) at the Camp Edwards Military Reservation, Massachusetts. The NOV was issued for violating the hazardous waste provision in the Resource Conservation and Recovery Act. As of the end of Fiscal Year 1996 the case is still pending.

Although the Army Reserve received five NOVs during Fiscal Year 1996, no fines were assessed. The basis of these NOVs included failure to submit a hazardous waste generation report, improper disposal of asbestos, improper drum labeling, and violation of a storm water plan. Of the five NOVs issued, two were resolved, two are pending, and one is unresolved. Corrective actions include increased emphasis on additional training of appropriate personnel.

The Naval Reserve sites in Santa Clara, California; Bessemer, Alabama; and Miami, Florida, were issued NOVs. The violations were corrected and no fines were assessed. Marine Corps Reserve units were assessed $38,749.00 in fines in Fiscal Year 1996. These violations included inadequate waste management records, failure to clearly label containers, accumulation start dates on containers missing, and land disposal restriction forms and hazardous waste manifests missing. The Marine Corps Reserve is negotiating with federal, state, and local environmental agencies to set aside the financial penalties.

The Air National Guard received between 80-100 environmental compliance inspections each quarter in Fiscal Year 1996. The majority of these inspections were from state regulatory offices and typically looked at one or two compliance areas, e.g., air, water, and hazardous waste. Environmental violations from previous years that are currently under negotiation are expected to be resolved in the near future. In Fiscal Year 1996 there were no fines paid for NOVs.

The Air Force Reserve record of 16 months without an environmental enforcement action came to an end in June 1996; the action was closed out in 5 days. The Air Force Reserve received no fines in Fiscal Year 1996.

Environmental Successes

The Reserve components have received deserved recognition for being good stewards of the environment.

The Army National Guard's hazardous waste program achieved a 41 percent cost

reduction from Fiscal Year 1993 to Fiscal Year 1995. Their air quality program was instrumental in changing the Federal Implementation Plan to allow the continued use of Department of Defense tactical vehicles in California. The Army National Guard was the first Army element to commit to the Environmental Protection Agency (EPA) Green Light Program for energy conservation, with 38 states currently enrolled. Elements of the Michigan, Montana, and Texas National Guard received various White House awards for environmental innovation and recycling. The Missouri National Guard received the Department of the Army Environmental award for natural resource conservation. The Utah National Guard received the Utah Department of Environmental Quality Certificate of Excellence for reduction of vehicular emissions. The U.S. Fish and Wildlife Service, Nature Conservancy, and the Louisiana Army National Guard successfully entered into an agreement that supports the Army National Guard training activities while sustaining the Red Cockaded Woodpecker habitat at Camp Beauregard, Louisiana.

The Army Reserve has worked with federal, state, and local agencies to develop an ecosystem management plan for a rare ecosystem in south Florida. This plan was one of the first to address ecosystems instead of single species management on Department of Defense lands. It stands as a model for other agencies. The Army Reserve has resolved conflicts between construction projects and preserving endangered species and their habitats. They have set aside wetlands for migratory birds. The Army Reserve has taken the lead on ensuring that compliance with the Clean Air Act is centrally managed.

The Naval Air Station, Willow Grove, Pennsylvania, was the winner of the Chief of Naval Operations (CNO) environmental award for pollution prevention. Naval Air Station, New Orleans, Louisiana, was the winner of the CNO environmental award for recycling.

In Fiscal Year 1996, the Marine Corps Reserve established a Reserve environmental training program; established a hazardous material and hazardous waste operator's course; and, established an environmental field operations section staffed entirely by Reserve personnel. In addition to the day-to-day environmental activities, the Marine Force Reserve (MARFORRES) environmental section participated in 20 CONUS and 5 OCONUS (Norway, Thailand, Korea, Okinawa, and Panama) exercises during Fiscal Year 1996.

The Air National Guard established pollution prevention management plans on all its bases. The plans identify opportunities to reduce hazardous and solid waste, and opportunities to increase recycling. The plans involve the maintenance shops in the planning process for establishing and reaching their pollution prevention goals. Another achievement of the Air National Guard was the institution of the Integrated Process Team (IPT) for airspace and ranges. The IPT enhances the environment by ensuring operational requirements take into account noise impacts, effects on domestic animals and wildlife that impacts threatened and endangered species, and other environmental issues and concerns. The IPT has served as a model now copied by Headquarters, United States Air Force.

The Air Force Reserve restoration program has been implemented at three new installations: Homestead Air Reserve Base, Florida; Grissom Air Reserve Base, Indiana; and, March Air Reserve Base, California.

Board Activities

Introduction

Activities were conducted during Fiscal Year 1996 in fulfillment of the Board's mission as the independent policy adviser to the Secretary of Defense on matters relating to the Reserve components. These activities included quarterly meetings; an alumni meeting; briefings; congressional hearings; Board fact-finding trips; meetings with defense policy makers and congressional leaders; visits to selected government agencies; and, informational exchanges with appointed officials, military associations, and key staff members from various departments and agencies. Operation JOINT ENDEAVOR and the observations and issues uncovered during several Board field trips to the area, as suggested by the Secretary of Defense, figured prominently in the Boards discussions during Fiscal Year 1996. In addition, the Board contributed reports and articles for defense-related publications and participated in study groups, committees, and symposiums within the Department of Defense and other federal agencies.

Board Meeting

The Board met on the following dates:

December 5-7, 1995

March 3-6, 1996

June 6-8, 1996

September 16-18, 1996

This is a summary of the Board accomplishments during Fiscal Year 1996. Board recommendations are listed in italics.

December 1995 Meeting

The expanded usage of Reserve components in Military operations other than war (MOOTW) resulted in a variety of challenges. This topic was initially brought to the attention of the Secretary of Defense during the Board's July 1995 assessment of the Report of the Commission on Roles and Missions (CORM), and again during of the Executive Session of the September 1995 Board Meeting. At the time the Secretary of Defense suggested the Board discuss the issues with the Commander in Chief, U.S. Atlantic Command (CINCUSACOM).

The Board held its quarterly meeting at the U.S. Atlantic Command (USACOM) headquarters in Norfolk, Virginia. The Board heard presentations from the Commander in Chief, USACOM (dual-hatted as Supreme Allied Commander, Atlantic), as well as from each of his Component Commanders, regarding the integration of the Reserve components with the Active Forces and the challenges the Reserve component encounter in MOOTW. The Board participated in a vigorous exchange with CINCUSACOM as he discussed his view for the Reserve component peacetime/wartime relationship with USACOM. Training Readiness Oversight (TRO) was the major issue discussed with the Board. Of particular interest to the Board was CINCUSACOM assertion that it was very difficult for him to "get to his Reserves." He provided examples where he would have used Reserves but was told either they were unavailable or that the funding was too difficult to get. During the Board meeting, the Board heard final reports from two Ad Hoc Committees and considered several new issues of concern to the Reserve components. Ad Hoc Committees consider issues which are too complex and/or time consuming for a regular meeting.

Ad Hoc Committees

Individual Mobilization Augmentee (IMA) Ad Hoc Committee: The issue and discussion centered around whether or not current regulations properly structure the IMA program and provide the appropriate flexibility for the post-Cold War period. The IMA committee visited the U.S. Transportation Command (TRANSCOM) and Air Mobility Command (AMC) to discuss IMA and Joint Unit issues. Conclusions drawn from the visits were as follows: base actions on

the CINC requirements, make funds available, validate positions, and review DoDD1235.11 (Management of IMAs) for possible rewrite. The Board staff requested information papers from each Service on how each supports CINC/ Joint Staff IMA positions. The J-1 has completed the IMA validation study and the Assistant Secretary of Defense (Reserve Affairs) modified DoDD 1235.11 appropriately.

Inactive Duty Training (IDT) Travel Ad Hoc Committee: Currently Reserve members can purchase tickets at discounted government rate only when performing Active Duty. For IDT, Reservists must pay full fare, a cost which is considerably higher. This has become very important as more and more reservists travel significant distances to perform their IDT. It might be possible to extend government fares to allow travel to and from an IDT period as a means to improve recruiting, retention, and readiness. The benefits are at no cost to the government. Individual Reservists would be responsible for the costs. This would require a change to some definitions in the Joint Travel regulation. The Reserve component Chiefs were briefed on this initiative March 13, 1996, and agreed to support a test of the program. The Board staff has initiated actions with Military Traffic Management Command and General Services Administration to establish parameters for the test.

Challenges to Military Operations Other Than War

- *Physicals:* Some Reserve component members activated for duty in Operation RESTORE DEMOCRACY in Haiti were not given complete physical examinations prior to their release from active duty. Some members were exposed to TB but not given a simple TB test when they left active duty. Policy is in place but had not been fully implemented. The Board will monitor the implementation of this policy.
- *Flexibility:* Too often mission requirements assigned to the Reserve component include a list of rules that are restrictive, unnecessary, and encumbering. This can make mission success extremely difficult, and in some cases it may preclude Reserve components from participation. Flexibility is a broad term that applies to Active component/Reserve component command relationships, activation procedures, rotation policies, deployment and tour length, and predeployment training requirements. Successful examples of the flexible use of the Reserve components in MOOTW include the use of Air Force Reserve/Air National Guard forces in the Bosnia Operation DENY FLIGHT and the Army National Guard/Army Reserve components deployment in support of MFO SINAI. This issue is being monitored in the ASD/RA Accessibility Working Group. The Board agrees that the education process should be continued to encourage the Services to allow the Reserve components to meet requirements in their own way.
- *Timely Notification:* Reserve component members need adequate lead time, "with orders in-hand," to contact civilian employers and manage their personal family matters. This has not consistently happened. It was agreed that an Ad Hoc Committee might best consider the impediments to timely notification.
- *Funding:* Reserve components cannot continue to pay for unexpected peace time operations and MOOTW from existing Reserve component budgets without seriously degrading their ability to maintain wartime readiness. The Chairman requested that information be gathered from each Service to validate this readiness funding concern. This information will be requested from Service Chiefs since they are in the best positions to evaluate the Reserve components' readiness needs and required level of Reserve component participation in MOOTW.

Soldier's, Sailor's, and Airman's Medal

There is an apparent inequality in awarding the Soldier's Medal, Airman's Medal, and the Navy/Marine Corps Medal to Reservists. Currently, Reservists are precluded from receiving these medals unless they are serving on active duty at the time an act of heroism occurs. There is a long-standing legal interpretation by the General Counsels of the Services concerning a Reserve members duty status for the purpose of eligibility for this award.

The Board is working to get the law clarified.

Joint Ethics Regulation

The General Counsel of the Department of Defense has issued an opinion concurring with the General Counsels of the Army and the Air Force that Joint Ethics Regulation (JER), DoD 5500.7-R applies to members of the Army and Air National Guard while such personnel are earning Federal retirement points or performing duties related to federal duty or functions. The inclusion of National Guard members under the JER has several implications. These include the prohibition of participating in a partisan election, which includes running for or holding elective office, limitations on outside employment, and has implications concerning membership in professional organizations such as the National Guard Association of the United States (NGAUS). Although, the National Guard has been singled out, this broad interpretation has serious implications for all Reserve component members. Unless the DoD General Counsel reconsiders its approval of this broad interpretation, the NGAUS is considering legal action. At the present time, the National Guard Bureau Legal Counsel has asked the DoD General Counsel to reconsider its interpretation. The Chairman of the Reserve Forces Policy Board discussed this issue with the DoD IG.

Task Force on Quality of life

The Secretary of Defense asked the Task Force specifically to look at how the National Guard and Reserve might be used to reduce the personnel operating tempo of the Active Force. The Task Force made several recommendations that impact Reserve components, including:

- Grant the Secretary of Defense authority to call up to 25,000 Reserve members to meet worldwide crises.
- Direct the CINCs to standardize the deployment policies for use of Reserve component units and personnel.
- Restructure the Reserve components for the post-Cold War National Security Environment.
- Provide funding to the Joint Chiefs of Staff to promote use of Reserve personnel by increasing funding incentives.
- Incorporate the concept of compensating leverage to provide Reserve component use beyond the normal two-week of annual training, when possible, and allow greater flexibility in the performance of Reserve duty by specialized units.

The Board will monitor ASD(RA) actions on this matter.

March 1996 Meeting

The spring quarterly meeting was held at the Reserve Officer's Association Building, Washington, DC. The principal thrust was to answer the question Secretary Perry posed to the Chairman of the Reserve Forces Policy Board on December 14, 1995, "How are we doing in Bosnia?" The Board conducted extensive deliberations based on first person observations gained during recent field studies.

Operation JOINT ENDEAVOR

While there was optimism surrounding the Dayton Accords, there was never any certainty that they would be successfully negotiated and signed. Once they were signed, the White House, Congress, and the Department of Defense worked together to ensure the PSRC was implemented

quickly. The gaining CINC worked diligently with the Services to maintain the appropriate balance necessary to keep sufficient forces available to respond appropriately to any rapidly developing MRC while fleshing out the troop list required for effective peace operations. As the requirements were being developed, the Guard and Reserve leaders and members were leaning forward in anticipation of a call-up. When the call came, despite the fact that some members had only three days notice, the Guard and Reserve came to the colors. Although all the Services participated when the PSRC was implemented, the PSRC was principally an Army operation. Many of the observations relate, therefore, to the Army.

- The Active forces, the Guard, and Reserve all came together as a team. Mutual acceptance, trust, and integration evolved.
- The Mobilization Stations at Fort Benning, Georgia, and Fort Dix, New Jersey, were very well organized, equipped, manned, and led. The Guardsmen and Reservists processed rapidly, resulting in short stays. The commanders went to great lengths to keep morale high, showing strong interest in soldier support.
- The deploying Guard and Reserve soldiers received the same intense, realistic, hard-core training as the deploying Active soldiers which were sent to Bosnia. Preliminary observations indicate that the Reserve components were in excellent physical condition. Only about one percent were non-deployable due to medical conditions.

The Board recommended, and has seen implemented, the testing of deploying Army Reserve units directly to Bosnia in lieu of utilizing mobilization stations. This issue is still open.

Education Protection

Reserve component members enrolled in college and who were involuntarily called up under the PSRC for Operation RESTORE DEMOCRACY in Haiti may have been negatively impacted by a lack of understanding concerning their rights in the education arena. While there are statutory protections for employment when a Guardsmen or Reservist is mobilized, there are no such protections for students. A significant portion of our Reserve components are students. This is encouraged by such programs as the Montgomery GI Bill. It was left to the individual university or college administrator to determine whether credits were lost, tuition was forfeited, or scholarships were lost. This is taking a growing toll on student Reservists and appears inequitable when contrasted with the employment protection. For Operation JOINT ENDEAVOR, most colleges and universities have voluntarily provided education protections. Also, timing of call-up coincided with school breaks resulting in minimum impact.

The Board remains committed to the need for Guard and Reserve members to have education protection when they are called on to serve their country during PSRCs. If necessary, the Board recommends that legislation be enacted that guarantees education protections for students serving in the Uniformed Services when they provide support for contingency operations for both voluntary or involuntary service.

Integrated Pay System

Identified as a problem during DESERT SHIELD/DESERT STORM, the Services pay systems still do not allow easy transitions to mobilization. There are information fields, unique to the Active pay system, which have not been incorporated into the Guard and Reserve pay systems. The Guard and Reserve systems do not allow for such processes as leave accrual.

The Board identified the issue for an integrated pay system to the Office of the Under Secretary of Defense (Comptroller) for comment. A response from the Director, Defense Finance and Accounting Service, offered support for a single pay system. DFAS has formed a study team to determine the functionality and technology needed to merge the pay systems and develop a plan to effect the merger. The

issues of leave accrual and allotments for dependents have been worked by DFAS and internal controls exist to provide these services to Reservists who are mobilized.

The Under Secretary of Defense (Comptroller) has always been extremely responsive to issues raised by the Board. The Board applauds the Under Secretary of Defense (Comptroller) and Director, Defense Finance and Accounting Service, for their efforts to improve the pay system for Guard and Reserve members. The Board remains supportive of an integrated pay system and encourages its implementation at the earliest date.

Family Support for Individuals

The Active, Guard, and Reserve each have developed viable Family support programs, generally related to the unit of assignment. The Reserve individuals, such as Individual Mobilization Augmentees (IMA) or members of the Individual Ready Reserve (IRR), do not have similar support.

The Board identified and forwarded this issue to the Assistant Secretary of Defense for Reserve Affairs for appropriate action.

Foreign Employers

Reservists who are employed outside of the United States, particularly by foreign-national firms, do not have the same employment protections afforded them as do Guardsmen and Reservists who are employed by firms liable to United States law. Some of these Reservists, particularly those whose jobs in South West Asia, put their employment and sometimes their families in jeopardy when they respond to a call-up. This issued surfaced during Operation JOINT ENDEAVOR with Grumman employees.

The Board has identified this issue to the National Committee for Employer Support for the Guard and Reserve for comment.

June 1996 Meeting

The summer quarterly board meeting was held at the Army National Guard Readiness Center, Arlington, Virginia. The main theme for the meeting was, "Total Force — Globally Engaged". The Board continued its quest to observe first-hand "how it's going in Bosnia," stemming from Secretary Perry's charge in December 1995. The Board discussed their field studies to Fort Dix, New Jersey; Fort Bragg, North Carolina; Fort Benning, Georgia; Bosnia; Germany; Italy; Hungary; and, Belgium, where they personally met with Reserve component personnel, discussed mobilization issues with key leaders in-theater, and gathered facts and anecdotal information — with the primary objective of making the process better. Morale of the Reserve component personnel continues to be extremely high. Guard and Reserve personnel are very knowledgeable on the U.S. mission in Bosnia. Teamwork among Active and Reserve component forces continued to be a positive trademark of Operation JOINT ENDEAVOR. The Commander in Chief, U.S. European Command (CINCUSEUCOM), and other key leaders recognize the important role of the Reserve components in the Bosnia peacekeeping effort.

Additionally, Mr. Fred Frostic, Deputy Assistant Secretary of Defense for Requirements and Plans, spoke on the Commission on Roles and Missions; Major General Edward Anderson, USA, Assistant Deputy Chief of Staff for Operations and Plans for Force Development, gave an update on the Army National Guard Division Redesign Study; Major General Jerry White, Mobilization Assistant to the Commander, Air Force Material Command, and former Board member, discussed travel of Reservists outside of the continental United States; and, Colonel Myrna Whitney, Joint Staff (J-4), briefed the results of the Joint Staff review of the Presidential Selected Reserve Call-up process.

Presidential Selected Reserve Call-up

The Presidential Selected Reserve Call-up (PSRC) was amended during DESERT SHIELD/ DESERT STORM to give the DoD access to the Guard and Reserve for longer periods of time, but the actual process remains unchanged from the Cold-War model. Given the current dependency on the Guard and Reserve and the frequency with which they are called up, most recently in Haiti and Bosnia, the PSRC needs some fine-tuning. At the recommendation of the Board during its March 1996 quarterly meeting, the Joint Staff performed a top-to-bottom review of the PSRC process. A Process Action Team (PAT) was formed by the Joint Staff with membership from various elements of the OSD, Services, and U.S. European Command (USEUCOM). The findings and recommendations were shared with the Board during the June 1996 quarterly meeting. Five specific recommendations were presented to the Board:

- Revise the OSD Master Mobilization Plan, DoD 3020.36P. It is dated May 1988.
- Develop procedures that will provide an approximate conceptual requirement for personnel rather than a precise requirement number. During Haiti, a precise requirement for 1667 Guard and Reserve personnel was established, when an approximate personnel requirement of 2,000 would have given the flexibility as needed and accelerated the process accordingly.
- Develop a Reserve component appendix/ annex, in the Operation Plans and Concept Plans that contain Time Phase Force Deployment Data (TPFDD). This will require the CINCs to identify their Reserve component personnel requirements in the warplans containing TPFDDs.
- Add flow chart changes to the Joint Publication 4-05.1 that will provide specific phase points when congressional delegations, media, and mobilizing units can be notified.
- Revise, staff, and publish a Reserve component call-up guide in Joint Publication 4-05.1.

The Board commends the Director, Joint Staff, and other members of the Joint Staff, the Services, OSD, and the USEUCOM CINC and staff for their diligence in this initiative and their desire to improve the PSRC process. The Board agrees with the recommendations of the Joint Staff Process Action Team and supports immediate implementation.

Army National Guard Division Redesign Study

The Board received a briefing from the Army Assistant Deputy Chief of Staff for Operations and Plans on the Army National Guard Division Redesign Study. Board members were excited that they played a role in supporting this process. The key players in OSD, the Army, and the National Guard Bureau are to be complimented for their keen insight and diligence.

Inactive Duty Training Outside the Continental United States

The current Joint Travel Regulation does not allow Reservists to travel space available outside the continental United States (OCONUS). Increased Reserve participation in Joint operations and OCONUS Reserve units would be facilitated and enhanced if OCONUS space available travel was authorized to eligible Reservists. There are currently between 200 and 300 Reservists who drill OCONUS. The Board thinks OCONUS Reservists should be afforded the same available authorizations that are allowed for CONUS Reservists. However, the Board will gather more supporting data before a final recommendation is developed.

September 1996 Meeting

The Board held its Quarterly Meeting September 16-18, 1996, at the National Guard Association of the United States headquarters, Washington, DC. The theme for the meeting was, "Partnership, Integration, and Jointness: Key Elements to Future Military Capability". The Board continued to monitor events in

Bosnia," stemming from Secretary Perry's charge in December 1995. Board members conducted two field studies to Fort Dix, New Jersey, where they personally sent off the second rotation of Army Reservists to Bosnia and welcomed home Reserve component personnel, discussed mobilization/demobilization issues, and gathered facts and anecdotal information. Three other initiatives were reviewed in detail: Joint Total Force Identification Card, Fiscal Year 1997 Defense Authorization Act, and Reserve Component Symposia.

The September quarterly meeting was the traditional Alumni meeting. The Secretary of the Air Force, Under Secretary of the Army, Under Secretary of the Navy, Vice Chairman of the Joint Chiefs of Staff, Commander in Chief, U.S. Atlantic Command, and Reserve component Chiefs/Deputies, met with current and former board members. Additionally, Mr. John Chapla, Professional Staffer, House National Security Committee, joined the Board for a dialogue regarding the Fiscal Year 1997 Defense Authorization Act.

Joint Total Force Identification Card

With the increased use of Reserve component personnel to support Active component forces, there is an obvious need to quickly meet mobilization requirements and streamline the mobilization process. Different elements of the military are issued different identification cards, and each affords different entitlements. Upon mobilization, Reserve component members exchange their existing pink cards for active duty green cards. At demobilization, the process is reversed. This is a time-consuming and resource-intensive procedure. Modern technology exists which could eliminate the requirement to reissue the ID card, thus streamlining the mobilization process, saving time, avoiding long-term costs, and demonstrating full Total Force integration of Guard and Reserve personnel. The Board has been pursuing a Joint Total Force ID Card since its first trip to observe the mobilization process for Operation JOINT ENDEAVOR. The Board has studied this initiative considerably, briefing several OSD secretariats, the Joint Staff, and Military Departments along the way. Support exists from all levels, to include the Secretary of Defense, for a Joint Total Force ID Card.

The Board recommended to the Secretary of Defense that a single color Joint Total Force ID Card be established. Additionally, the card must have adequate commercially available technology that will provide identification information, streamline the mobilization process, enhance Total Force integration, and satisfy additional Service requirements.

Fiscal Year 1997 Defense Authorization Act

The Fiscal Year 1997 Defense Authorization Act contains two issues — Reserve General Officer Distribution/Authorization Study and Domestic Emergencies/National Contingency Operations Study. The law requires that the Board be involved in the process for both studies and submit comments and recommendations to the Secretary of Defense for inclusion in the Department of Defense's overall report to Congress. The Board is receiving tremendous support from OSD, Joint Staff, and Military Departments to be included in all levels of the process.

The Board recommends coordinating with congressional staff members on these studies so that we can cover their concerns in our conclusions and recommendations.

Reserve Component Symposia

The Commission on Roles and Missions recognized the importance of integration as the key to effective Reserve utilization. With the advent of the Quadrennial Defense Review (QDR), and resultant establishment of the National Defense Panel (NDP), the Board suggests that Reserve integration will be a significant element to the success of the QDR and NDP. The Board will be able to make credible and substantive input to the QDR and NDP through a series of Reserve symposia sponsored by the National Defense

University. Two symposiums are planned in Fiscal Year 1997, and the results will be included in next years annual report.

Meeting With Military and Civilian Leaders

- Anderson III, Major General Edward G., USA
  Assistant Deputy Chief of Staff for Operations and Plans for Force Development
- Arzola, Brigadier General Jorge, USA
  Deputy Commander in Chief for Mobilization and Reserve Affairs
  United States Southern Command
- Begert, Major General William J., USAF
  United States Transportation Command (J3/J4)
- Bilo, Brigadier General William C., NGB
  Deputy Director, Army National Guard
  Washington, DC
- Bradley, Brigadier General John A., USAFR
  Deputy Chief, Air Force Reserve
- Brautigan, Brigadier General Roger, USAR
  Commander, 7th Army Reserve Command
  Schwetzingen, Germany
- Brunelli, Rear Admiral John F., USNR
  Executive Assistant
  Director of Naval Reserve
- Chandler, Mr. Nelson
  Military Traffic Management Command
- Chapla, Mr. John
  Professional Staffer, House National Security Committee
- Clark, Lieutenant General Wesley K., USA
  Director, Strategic Plans & Policy (J-5)
  Office of the Joint Chiefs of Staff
- DeLong, Brigadier General Michael P., USMC
  Director, Joint training (J-7)
  United States Atlantic Command
- Diaz-Colon, Major General Emilio, NGB
  Adjutant General
  Puerto Rican National Guard
- Fanning, Rear Admiral Tim, USNR
  Chief of Staff
  United States Atlantic Command
- Flanagan, Jr., Admiral William J., USN
  Commander in Chief
  United States Atlantic Fleet
- Floyd, Brigadier General Robert L., USA
  Director of Logistics (J-4)
  United States Atlantic Command
- Froman, Rear Admiral Veronica Z., USN
  J-1, Joint Staff
- Frostic, Mr. Fred L.
  Deputy Assistant Secretary of Defense
  Requirements and Plans
- Fuoco, Mr. Samuel
  Concept Planner, Fort Dix, NJ
- Gehman, Jr., Vice Admiral Harold W., USN
  Deputy Commander in Chief and Chief of Staff, United States Atlantic Command
- Helmly, Brigadier General James R., USAR
  Deputy Chief, Army Reserve, Office Chief Army Reserve, Washington, DC
- Jameson, General James L., USA
  Deputy Commander in Chief
  U.S. European Command
- Joulwan, General George A., USA
  Supreme Allied Commander Europe
- Keller, Lieutenant General Richard F., USA
  Chief of Staff, U.S. European Command
- Lee, Honorable Deborah R.
  Assistant Secretary of Defense for Reserve Affairs
- LeGrice, Mr. Paul
  Director, Force Projection Directorate
  Fort Dix, NJ
- McIlvoy, Major General David W., USAF
  Deputy Director
  Politico-Military Affairs (J-5)
  Office of the Joint Chiefs of Staff
- Moore, Jr., Rear Admiral Charles W., USN
  Deputy Director, Operations
  Joint Chiefs of Staff

- Noll, Mr. Michael
  Office of the Secretary of Defense (C3I)
- Peterson, Colonel Timothy A., USA
  Commander, Fort Dix Garrison, NJ
- Petrucci, Colonel Jeffrey, USA
  Commander, Fort Dix Garrison, NJ
- Ralston, General Joseph W., USAF
  Commander, Air Combat Command
- Robertson, Lieutenant General Charles T., USAF
  Vice Commander, Air Mobility Command
- Rutherford, General Robert L., USAF
  Commander in Chief
  United States Transportation Command
- Sams, Jr., Major General John B., USAF
  Director, Plans and Policy
  United States Atlantic Command
- Sandler, Major General Robert W., USAR (Ret)
  Executive Director
  Reserve Officers Association
- Scheflen, Mr. Ken
  Director, Defense Manpower Data Center
- Sheehan, General John J., USMC
  Commander in Chief
  United States Atlantic Command
  Supreme Allied Commander, Atlantic
- Steele, Major General William M., USA
  Director of Operations (J-3)
  United States Atlantic Command
- Stewart, Major General Walter L., Jr., ARNGUS
  Director, Mobilization and Reserve
  Component Affairs
  U.S. European Command
- Tilelli, General John H., USA
  Commanding General
  United States Army Forces Command
- Van Alstyne, Major General John A., USA
  Vice Director of Operations, Joint Staff
- Wax, Brigadier General Charles J., USAF
  Commander, Tanker Airlift Control Center
  Air Mobility Command
- Weaver, Jr., Brigadier General Paul A., ANG
  Deputy Director, Air National Guard
- White, Major General Jerry White, USAF
  Mobilization Assistant to the Commander
  Air Force Material Command
- Whitney, Colonel Myrna
  Joint Staff (J-4)
- Whiton, Rear Admiral Winsor, USN
  Director of Intelligence
  United States Atlantic Command
- Wilhelm, Lieutenant General Charles E., USMC
  Commander, Marine Corps Forces, Atlantic
- Wilkerson, Major General Thomas L., USMC
  Commanding General
  Marine Forces Reserve

Briefings Received by the Board

- United States Atlantic Command
- United States Air Mobility Command
- United States Transportation Command
- Fort Benning, Georgia
- Operation JOINT ENDEAVOR Field
  Study Reports
- Joint Staff Issues and Perspective
- 65th Army Reserve Command, Puerto Rico
- Reserve Officers Association
- National Committee for Employer Support
  of Guard and Reserve
- Fiscal Year 1996 Appropriations &
  Authorization Acts
- Naval Reserve Center, Roosevelt Roads
- Army National Guard Division Redesign Study
- Joint Endeavor Intelligence/Operations Brief
- State of the Service — Reserve Chiefs
- Reserve Component Participation in Military
  operations other than war (MOOTW)
- Fort Dix, New Jersey
- U.S. European Command
- 7th Army Reserve Command
- 21st Theater Army Area Command

Visits to Training Activities

Board members, members of ad hoc committees, and Reserve Forces Policy Board staff members visited the following sites, activities, or commands during Fiscal Year 1996:

- United States Atlantic Command
- United States Transportation Command and Air Mobility Command
- Puerto Rico
- Fort Benning, Georgia
- United States European Command and Bosnia-Herzegovina
- Fort Dix, New Jersey

United States Atlantic Command

At the invitation of the Commander in Chief, United States Atlantic Command, the Board and staff visited the United States Atlantic Command headquarters, Norfolk, Virginia, in December 1995. The purpose of the visit was to receive the command's brief and concept of operations, and discuss Reserve integration in joint operations, to include Reserve component joint billets. Briefings were provided by the Commander in Chief, United States Atlantic Command; Commanding General, United States Army Forces Command; Commander in Chief, United States Atlantic Fleet; and Commander, Marine Corps Forces, Atlantic. The joint Reserve billets established at USACOM should be the benchmark for others to follow. Identification of joint billets should lead to the creation of a data base that will catalogue Reservists with joint experience. This data base will provide CINCS and Commanders with a method of identifying future individuals with the expertise for assignment to joint and CINC staffs.

United States Transportation Command and Air Mobility Command

During Fiscal Year 1996, several Board members visited both the United States Transportation Command and the United States Air Mobility Command. The members received briefs from both commands. The Board members had the opportunity to spend time discussing the use of Reserve component personnel in a joint environment. In all cases, the Board received an extremely positive outlook on the selection, training, and integration of Reserve component personnel with the Active component into both commands. General Robert Rutherford (CINCUSTRANSCOM) indicated that in today's fiscal environment we have no choice but to fully integrate our Reserve component personnel with the Active component to be able to react to peacetime surge periods, and relieve some of the operational tempo.

Puerto Rico

This visit to the 65th Army Reserve Command and other Service facilities in the Commonwealth of Puerto Rico in October 1996, allowed Board members to see first hand the challenges being faced by Reserve and National Guard members. Travel commenced at the invitation of Brigadier General Jorge Azrola, Deputy Commander in Chief for Mobilization and Reserve Affairs, U.S. Southern Command (USSOUTHCOM). Issues discussed included: the positive effect and request for more funding for counter-drug programs; additional personnel for increased missions; leaving an Army National Guard unit in the Virgin Islands; and, Naval Reservists from Puerto Rico encountering problems in stateside schools because English is their second language.

Fort Benning, Georgia

Board staff members visited Fort Benning in December 1995 and January 1996 to conduct a field study on Guard and Reserve units that were activated by the Presidential Selected Reserve Call-up (PSRC). Some of the following observations were made: the Active, Guard, and Reserve came together as a team. There was a greater degree of acceptance, enhanced trust and improved integration between and among components. Mobilization stations were well organized,

equipped, manned and led, resulting in shortened stays for Reserve component personnel. Installation commanders went to great lengths to keep morale high, showing great interest in soldier support. Deploying Guard and Reserve soldiers received the same intense, realistic, hard-core training as deploying active soldiers sent to Bosnia-Herzegovina.

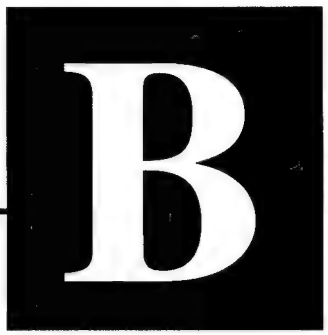
Bosnia-Herzegovina

One of the taskings from the Secretary of Defense to the Board in 1996 was to tell him how it was going in Bosnia. In early spring 1996, after a brief stop at the U.S. European Command, Board representatives visited Germany, Hungary, Italy, Belgium, and Bosnia-Herzegovina to talk with senior leaders, planners, and Reservists in the field supporting Operation JOINT ENDEAVOR. Although there were Reserve and Guard specific issues, such as education protection and certain elements of the PSRC needed fine-tuning, the integration of components worked well. Bottom line: In the field, Total Force is working. Field studies provide the Board one of its primary means to identify issues/problems that can be further studied and resolved. Although it is unsure at this time what effect PSRC and MOOTW will have on Reserve recruiting and retention, the Board is carefully monitoring the issue. Minor problems identified by the Board to the Services were dealt with quickly. Larger problems were identified, worked, and resolved as a result of the Joint Staff Process Action Teams (PAT). The problems encountered during Operation JOINT ENDEAVOR and the U.S. involvement in the Implementation Force in Bosnia-Herzegovina, resulted in the Joint Staff sponsoring a PAT to resolve them. The PAT consisted of representatives from the Joint Staff, the U.S. European Command (USEUCOM), CINCs, and all the Service components. The PAT revised the PSRC process, the time table of events, and when they should occur. This PAT led to a major redesign in Reserve force inclusion in CINC contingency plans. The CINCs will identify forces in contingency plans to allow more timely notification, and the emphasis on general rather than specific numbers of mobilized Reservists will provide more flexibility to the CINCs, Services, and Reserve Components.

Fort Dix, New Jersey

In July 1996, a delegation of Board and staff members led by Ms. Deborah Lee, traveled to Fort Dix, New Jersey, to review the mobilization process and the second rotation of Reservists headed to Bosnia. Later in the month, the Board welcomed home returning Guard and Reserve personnel and to observe first-hand the demobilization process. As a result of this visit, Board members gained a thorough understanding of the demobilization process and the challenges that the personnel faced.

Programs and Policies Points of Contact



- Employer Support
  Lt Col J. W. Davis (703) 696-3918

National Committee for Employer Support of the Guard and Reserve
1555 Wilson Blvd. Suite 200
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- Full-Time Support
  Colonel Richard Krimmer (703) 695-7459
- Incapacitation Pay
  Captain Jerry Fleming (703) 614-0470
- Individual Mobilization Augmentee Program
  Mr. Dan Kohner (703) 695-7459
- Montgomery GI Bill
  Lt Col Paul Brady (703) 695-7459
- Reserve Component Transition Initiatives
  Colonel Fred Reinero (703) 695-7459
- Reserve Officer Personnel Management Act
  Colonel Fred Reinero (703) 695-7459
- Uniformed Services Employment and Reemployment Rights Act (USERRA)
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- Accessibility
  Colonel Michael Angelo (703) 697-0493
- Mobilization and Recall
  Colonel Michael Angelo (703) 697-0493
- Readiness and Title XI Initiatives
  Captain David Grupe (703) 695-4125
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  Commander Martin Kauchak
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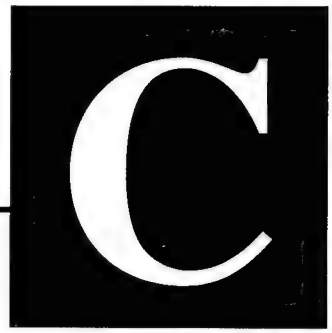
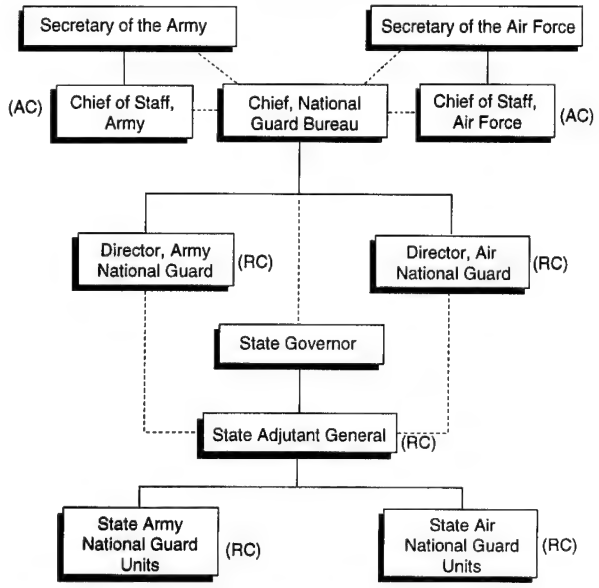
• Base Realignment and Closure-Reserve Components Considerations Colonel Stephen A. Jameson (703) 695-1677 • Facilities investment strategy Mr. Robert Green (703) 695-1677 • National Guard and Reserve Equipment Report Colonel Bill King (703) 695-1677	**Deputy Assistant Secretary of Defense for Reserve Affairs (Materiel and Facilities)** **1500 Defense Pentagon** **Washington, DC 20301-1500**
• Environmental Management, Funding, and Training Mr. Rick Lemaire (703) 604-0641	**Deputy Under Secretary of Defense for Environmental Security** **Room 3E791** **3400 Defense Pentagon** **Washington, DC 20301-1500**
• Civil-Military Programs (Innovative Readiness Training Programs) Ms. Amy Hickox (703) 614-0636	**Principal Director for Strategic Plans and Analysis** **Office of the Assistant Secretary of Defense for Reserve Affairs** **Room 2D512A** **1500 Defense Pentagon** **Washington, DC 20301-1500**

Command and Control Diagrams

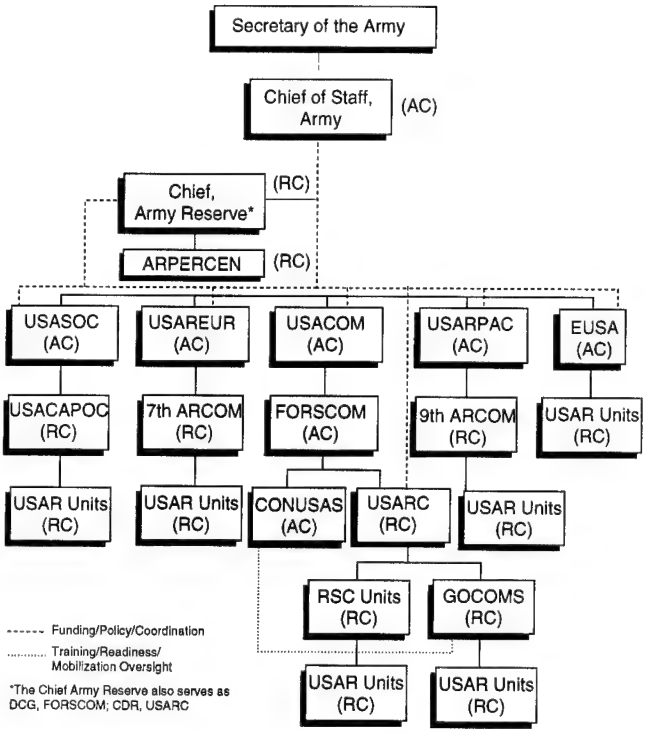


Army National Guard and Air National Guard



---------- Communication/Coordination Assistance/Advice
Abbreviation: AC= Active Component RC=Reserve Component

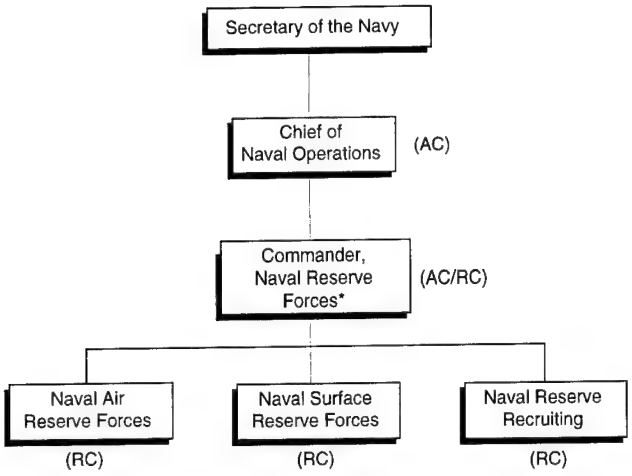
Army Reserve



------ Funding/Policy/Coordination
..... Training/Readiness/ Mobilization Oversight

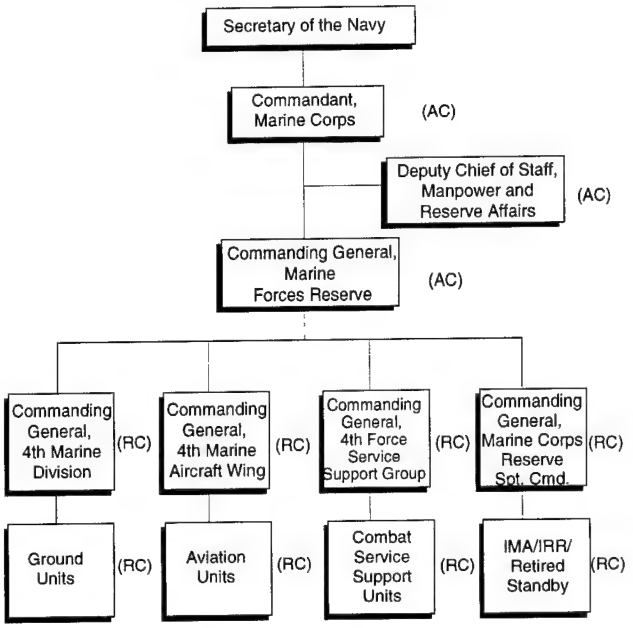
*The Chief Army Reserve also serves as DCG, FORSCOM; CDR, USARC

Naval Reserve

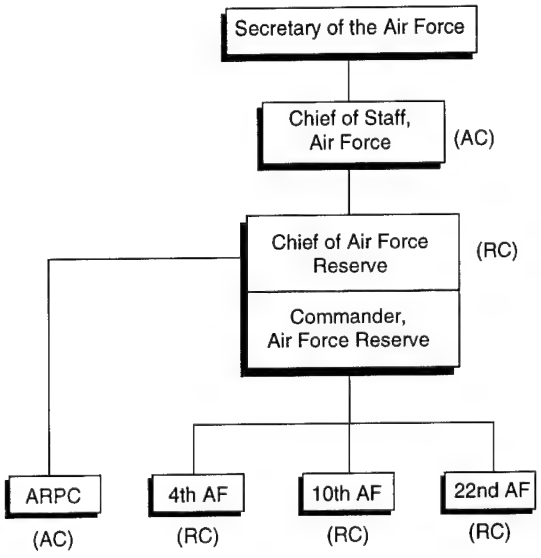


*The Commander, Naval Reserve Forces, also serves as Director, Naval Reserve and as Chief of Naval Reserve.

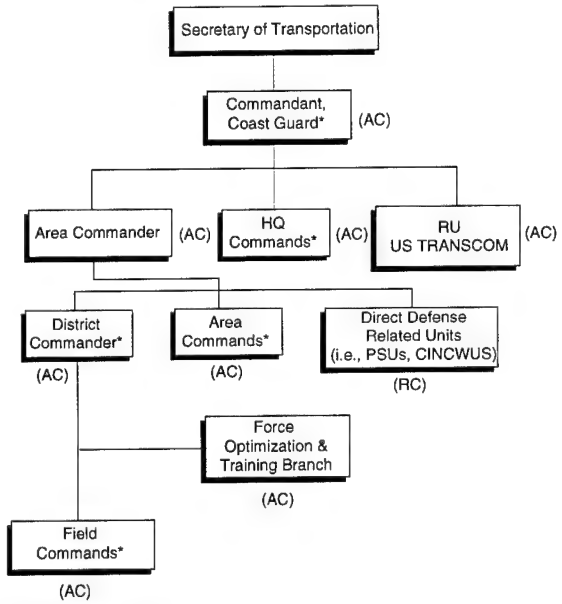
Marine Corps Reserve



Air Force Reserve



Coast Guard Reserve



* Reserve Agumented Commands

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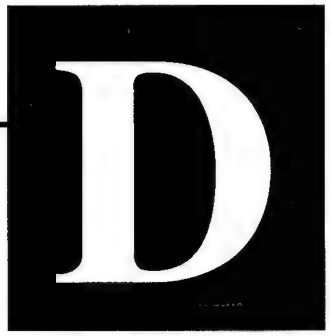

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- *Report of the Defense Science Board Task Force on Quality of life, October 1995*

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- *DoD Manpower Requirements Report, February 1996*
- *DoD Military Manpower Training Report, June 1996*

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- *National Guard and Reserve Equipment Report*
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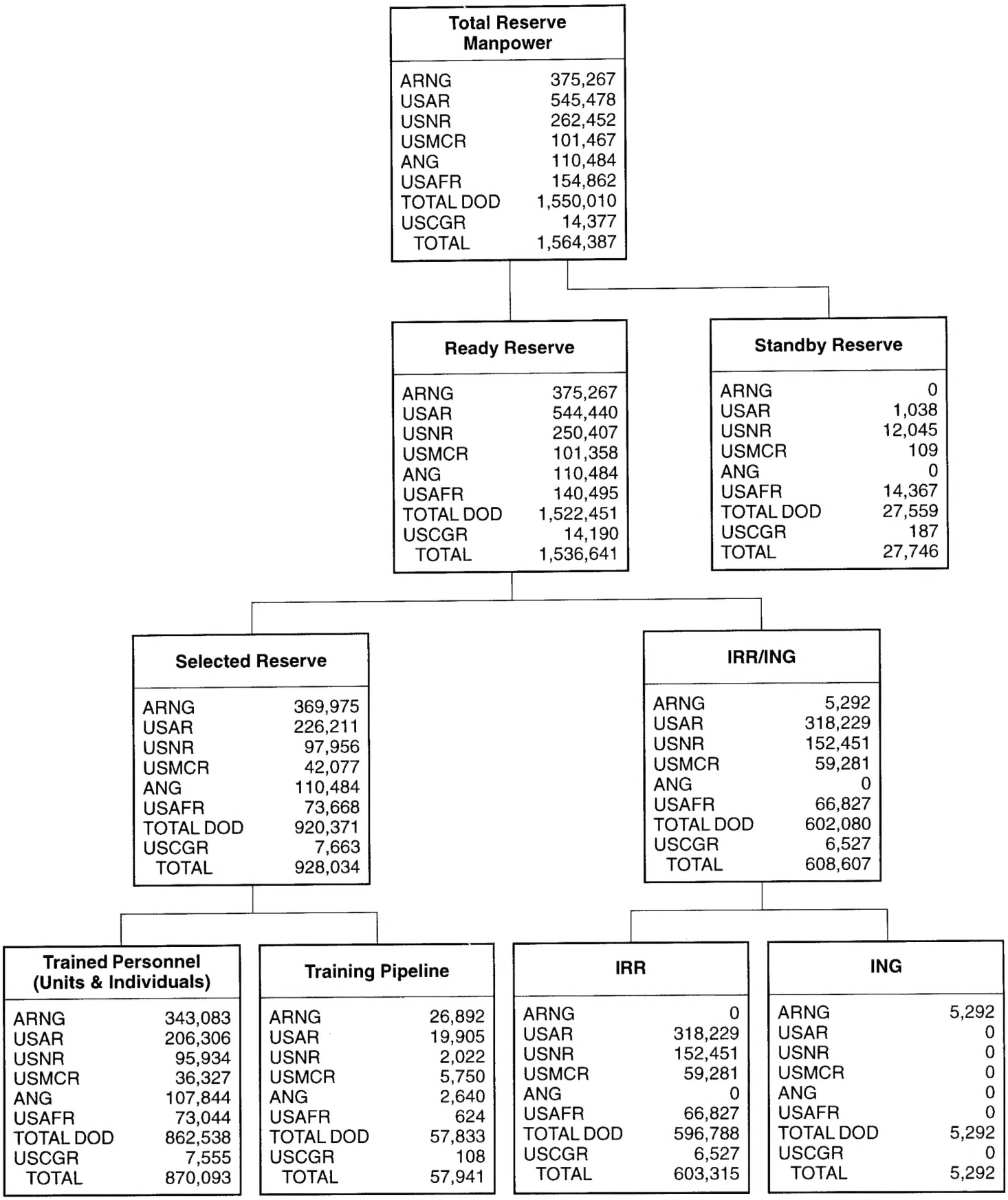
- *Reserve Components of the Armed Forces: Reserve Component Categories*

*U.S. Government Printing Office: 1997 - 425-455

Total Reserve Strength



Source: Office of the Assistant Secretary of Defense for Reserve Affairs.
Data as of September 30, 1996.

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